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ABSTRACT

The speeches presented in this compilation address the topic of employee fitness and are given by professionals in health management, fitness consulting, and marketing and program development. An overview of developments by the Canadian federal government in the area of employee fitness is given in the first speech. A brief history of federal involvement in employee fitness precedes an outline of corporate and individual benefits arising from employee fitness programming. Examples are given of strategies employed by the federal government in development of employee fitness programs and materials. The second speech offers a discussion on the development and implementation of the Canada Life Project in Toronto. Results are reported of a controlled study of the effects of a well-regulated employee fitness program in a large corporation. The impact of the program on fitness levels, absenteeism, productivity, worker satisfaction, and health costs is evaluated. In the third speech, a description is given of the rationale for the Canada Life Project, and a brief discussion of the financing of the project is presented. The concept of leisure as an important consideration in conjunction with activity is examined in the fourth speech. The status of leisure education and counseling in the community and in the work place is discussed. It is pointed out that there is a need for specialized services to aid people in using their leisure time effectively. In the fifth speech, current fitness programs in business organizations are analyzed. Suggestions are made for improving the effectiveness of programs of this type. The use of basic marketing techniques to promote and sell activity programs to businesses is recommended in the sixth speech. The final speech discusses practical aspects of facilities and program development in implementing fitness programs in businesses and corporations. (JD)

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FITNESS FOR LIFE STYLE . . . . .

A PROFESSIONAL SEMINAR ON EMPLOYEE FITNESS

Conference Proceedings

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FITness for LIFEstyle

PROCEEDINGS OF A WORKSHOP FOR HEALTH AND FITNESS PROFESSIONALS

GIMLI, MANITOBA

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PREFACE

In 1972, the Federal Government became interested in employee fitness. A conference in 1974 brought together the working community and health professionals to discuss the concept, leading to the recommendation that each province become involved in the area of workplace activity.

In 1979, the Manitoba Heart Foundation, in association with the Canadian Health Education Society, with financial support from Canadian Heart Foundation, and valuable planning aid from related health and fitness bodies, sponsored the first provincial conference on employee fitness.

The conference agenda was designed to meet 5 objectives:

- to create awareness and positive attitudes about fitness and lifestyle programs in the workplace
- to review the positive aspects of physically fit employees
- to provide information on the development and implementation of such programs
- to review programs presently existing in the province
- to discuss various local needs in Manitoba

Speakers from both local and national organizations based their presentations on these objectives to increase participants' working knowledge of activity programs in the workplace.

The Manitoba Heart Foundation would like to thank the Government of Manitoba for sponsoring guest speakers and providing assistance in conference promotion.

INTRODUCTION

(Dr. W. A. Tweed)

It is not legitimate in terms of present knowledge to sell physical activity on the basis of coronary prevention, or because it increases life expectancy, as scientific proof does not exist for either conclusion. There is, however, good suggestive evidence that a lifetime pattern of fitness is associated with a lower incidence of heart disease.

Since the preventive concept is not solid enough to sell fitness, one must look at the more immediate benefits; appearance, weight control, self image, work output, stress management, etc. Presently the group interested in fitness tends to be fairly specific, typically upper middle income 35 - 55 year old males. A large part of our society has not realized the positive aspects of fitness, their primary identification being with work and home rather than athletic groups or clubs. This focuses on a major point of the conference: The development of expertise to sell physical activity to the majority of the population.

Martin Collis (Employee Fitness), speaks of "Employee Fitness - An Idea Whose Time Has Come". This is a valid concept recognized by fitness and health professionals, but a coneept employers look at as simply another expense. A large step must be taken to transmit awareness, knowledge, and enthusiasm about the positive aspects of employee fitness to the business community, and the health professional must learn to promote and sell fitness.

The compilation of addresses that follows is about physical activity and health. The presenters are professionals in health management, fitness consulting, marketing and program development. The presentations deal specifically with workplace health and physical activity programs.

Richard Lauzon presents an overview of employee fitness discussing some of the developments by the Federal Government.

Michael Cox and Veronica Marsden discuss the development and implementation of the Canada Life Project in Toronto.

Nancy McLennon presents the concept of leisure as an important consideration in conjunction with activity.

Russ Kisby applies Participaction's promotional material and techniques to the workplace setting.

Skip Willis applies basic marketing techniques to promoting and selling activity programs to business

Floyd Johnson looks at practical aspects of facilities and program development.

The Manitoba Heart Foundation wishes to thank the individuals and agencies who helped make this conference a success, and the speakers for their follow-up assistance in editing these proceedings.

OPENING REMARKS

(Mr. Al Miller)

May I welcome you on behalf of our Minister, Honourable Bob Banman and the Department of Fitness, Recreation and Sport. We feel it is very appropriate that you are here at Gimli because this has been our place since 1962 when our first leadership training programs were initiated for high school students.

May I first recognize from our department Syd Glenesk, our fitness co-ordinator, and regional recreation consultants, Elmer Billows, Jim Evanchuk and Pat Cole. We are pleased to join our colleagues in recreation, health, education and those from the industrial community.

Here we have a core of people that are sincerely interested in fitness, demonstrated by their presence at this conference.

Our department does have a fitness mandate. People may think that the Provincial Government is going to get out and do all sorts of things, operate programs, organize classes and so on. Needless to say, we want to contribute to such activities but our mandate for fitness isn't much different than our mandate for recreation and sport. This is to enable Manitobans to get involved in activities of their choosing.

In order to achieve this, we want to be supportive to the fitness, recreation and sport groups in the community. Our assistance to the sports governing bodies allows them to offer a host of activities in which people can become involved.

We give support and assistance to the municipalities throughout the province so they can better mobilize themselves and take advantage of their own facilities and human resources.

It is our opinion that if people are to become more fit, that is mentally, physically, emotionally and socially fit - it's a matter of having an opportunity to interact with other people and get involved in activities.

And so our mandate in fitness, recreation and sport (and I don't quite know how you can divide these) is to enable the people of Manitoba to become involved in activity. We meet, work, co-operate with and support various agancies with this common goal.

An example, I would like to use the Heart Foundation, since they were the instigators of this particular gathering. Pat McCarthy gave her leadership and received help from Syd and our staff, Matthew Quinn from the City and others on the committee. But it was really the Heart Foundation and their concern about fitness in the workplace and in the community that made this possible.

Their concern is obvious and we know we have an ally in the Heart Foundation, and want to congratulate them for this opportunity to come together.

Fitness to me is a personal matter and I think I can represent the middle aged guy or the beyond middle aged guy. I feel quite fit and can participate with people of my own age but unfortunately, I find a lot of people my own age can't compete with me and that's kind of sad, because I think they are missing so very much.

Fitness is a form of recreation - and we know how recreation affects people's lives. We've seen how people who are lonely, insecure and unhappy become involved in an activity with other people and this has had a tremendous impact on their lives.

Fitness is a state of being. It doesn't require a lot of facilities, it doesn't require a lot of equipment and it doesn't require a lot of funds to reach a satisfying degree of fitness. It brings happiness, joy and more satisfaction to one's life. It is influenced by the motivation, the experiences and the education within the family.

I was blessed with parents who received no particular education or information on fitness, but our family played games together, skipped and played ball on the street and engaged in backyard activities. In winter, we built a slide in our backyard and would run and wrestle and play and keep fit doing all sorts of things. Now, these things don't seem to be happening to the same extent - getting to the family unit, getting to the individual, creating an environment where you can have fun and fellowship and feel the good feeling of being active. If we are losing that, then let's back up -- let's back up to that level where we can reach into the family, meet the individual and begin to make it possible for that person to enjoy the benefits and the by-products of fitness that are obvious to most of you.

We can mobilize ourselves, reach out to others and influence our community. I invite you to work with us; our Department is available and Syd Glenesk is eager to collaborate with anyone interested.

We see the important partnership with sport but also, we wish to encourage the informal play of the backyard as part of the recreation and sport activities. We want to combine the efforts of the family, the neighborhood unit, the community, the region, the provincial associations and the various agencies that are concerned about people being active in their leisure time.

We want to bring all of these forces together in the common goal of helping all Manitobans, to reach a higher level of well being, so they will be motivated by the good feeling of being fit, the joy they get out of being with other people and the other benefits of their activity.

As people become more socialized, begin to mix with others and become involved in activities, they feel more confident they will develop skills; they will have joy. That is the trick - to get them to that point where they can't resist using their leisure time for different kinds of activities. So we invite you to collaborate with us, and with the Heart Foundation, the University system, the educational system, the recreation and sport and health systems, and the various agencies that many of you represent.

We are partners with common goals.

I am happy to be with you and delighted to see so many of you here.

May I again congratulate the Heart Foundation and the committee for putting it all together.

FITNESS IN THE WORKPLACE

(Richard R. J. Lauzon)

Before I begin my presentation on employee fitness, I wish to start this presentation on the right foot by having everyone stand up and perform a brief exercise break with me. This break is taken in part from our Exercise Break package,[1] Side A and will last approximately two minutes. It is intended to convey the idea that fitness is an ACTION dicipline and that ACTIONS speak louder than words. Therefore, it is appropriate to begin this presentation with ACTION.

Overview

The following format will be used in this presentation:

1. a brief history of federal involvement in employee fitness;
2. corporate and individual benefits arising from employee fitness programming;
3. strategies employed by the federal government in the development of employee fitness programs and materials;
4. a parade of examples which illustrate the above strategies;
5. show and tell: some products which you might wish to use in an employee fitness or community fitness program;
6. McDonald's Law: a success maxim.

(This presentation was given with the extensive use of slides, as well as involving the delegates in three exercise breaks. Delegates were encouraged to ask questions throughout the presentation and digressions were made whenever appropriate.)

1. A Brief History of Federal Involvement in Employee Fitness.

Initial impetus to employee fitness programming at the federal level began with the first National Conference on Fitness and Health conducted in Ottawa in 1972. Recommendations made to Fitness & Recreation Canada from delegates at the conference stressed the need for fitness programs in the workplace. As a result the National Conference on Employee Fitness was held in Ottawa in late 1974 to achieve a relative consensus on program priorities for fitness programs in the workplace.[3] Many of the products and studies which have been sponsored by Fitness Canada were the direct results of recommendations made at this conference. Many of these will be cited later in this presentation.

2. Corporate and Individual Benefits Arising from Employee Fitness Programming.

Employee fitness programs have often been described in the popular literature as a form of universal panacea to corporate ills. Critics of the movement however oftentimes contend that employee fitness

programs are nothing but a thrill-frill. The following slides will address as objectively as possible the benefits of such programs.

Corporate Benefits - What can a company expect from involvement in fitness programming? The following influences have been documented in the literature:*

a. decreased absenteeism
b. improved productivity
c. reduced health care costs
d. increased job satisfaction
e. lower on the job accidents
f. raised morale
g. reduced fatigue
h. improved stress tolerance
i. reduced turnover
j. increased corporate image
k. assists corporate recruitment
l. saves money

Employee Benefits - As may be expected in any well-designed fitness program, the individual can expect many of the following results:**

a. weight control: decreased percentage body fat
b. increased physical strength
c. improved flexibility
d. improved motor ability
e. enhanced mental health
f. increased cardio-respiratory endurance
g. enhanced sex-life
h. reduced low-back pain
i. improved personal energy level
j. decreased premature aging and wrinkling of the skin.

There appear to be three critical factors in the administration of an employee fitness program. The first of these is the Company in regard to its corporate support for employee fitness programs. Various personalities and vested interests within the company determine the success potential of any program. Further, the availability of space becomes a critical variable once the company is ready to move beyond a simple fitness and lifestyle program. Secondly, the Process is an important factor. The actual planning and administration of the program insofar as the shared responsibility and coordination of activities have a direct effect on the long-term health of the program. The manual, Employee Fitness, provides an excellent overview on the planning and administration as well as the logistical support necessary for dynamic fitness programs in the workplace. Third, the Program itself, projects an image which may be favourable or unfavourable in its ability to attract and recruit new members to the fitness program and to maintain long-term compliance among participants.

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* (Note: brief examples cited accompanied by slides)

** (A brief explanation of each accompanied by slides)

In the following descriptions of programs and materials I will be drawing heavily upon our experience with a number of pilot studies conducted by Fitness Canada personnel,[4-6] from the experience derived in Toronto with Canada Life and North American Life,[7] and from the experiences during the 1978 Canadian Public Health Association's Employee Fitness project in which students were placed in 52 businesses and industries across Canada to introduce a fitness and lifestyle awareness program in those locations.

It should be noted that this presentation is limited in that a complete employee fitness program would be based on three elements: the fitness program, the industrial recreation program, and a rehabiliatation program. This presentation will deal with the fitness program per se.

3. Strategies Employed by the Federal Government in Development of Employee Fitness Programs and Fitness Materials, and

4. A Parade of Examples which Illustrate the Above Strategies.

The strategies which Fitness Canada uses in the development of programs are practical applications of various theories presented in the literature. These theories enable us to plan much more systematically and identify potential gaps in the production of materials or in the offering of consulting services. A description of these strategies and examples will follow.

KISS. - Our most basic strategy is the KISS strategy, that is Keep It Simple Stupid. This phrase is often repeated during the various drafts of our publications. In essence, this strategy cautions us to progress gradually, slowly. Programs should be designed in such a way that there is a high probability of success. In fact, with regard to employee fitness programs, it is critical to be successful in any program planned. Presentations to management, promotional material, special events, and other ventures should be established as paragons of simplicity. The message must be understood by everyone. An excellent example of this principle is the pamphlet "Prescription for Physical Activity", a component of the Fit-Kit. Our basic objective with this item was the establishment of minimum standards for personal fitness programming. Its objective was to demystify as much as possible the fitness concept, and facilitate the adoption of a physically active lifestyle.

Foot-in-the-Door Technique - This strategy is the next most fundamental theory guiding our activities. Its tenet is that a compliance with a small request facilitates compliance with a larger demand, later.[9] A vulgar characterization of the strategy would be to "start small with anything." Keeping in mind the first strategy, KISS, the employee fitness leader would propose very simple events

and ensure that they were successful in a big way. In addition, the contacting of various personnel throughout the company to assist with the program such as medical and nursing representatives, the building manager, public relations personnel, union representatives, and budget or finance personnel and involving them very early in the program would help to ensure their cooperation for future ventures.

Door-in-the-Face Technique - This theory postulates that the individual make an extreme first request which is sure to be rejected and which is subsequently followed by a moderate second favour.[10] In other words, go for the full ball of wax but be prepared to settle for something less. In some cases, the whole ball of hay may be achieved. I would caution individuals using this approach to be prepared to implement the lesser items as successfully as possible. It should be noted that in the research literature supporting the last two mentioned strategies, the door-in-the-face technique was superior to the foot-in-the-door technique in stimulating compliance with the request. In any case, the smaller request achieved from the door-in-the-face technique may itself be used as a foot-in-the-door to larger demands in the future.

Fitness Canada has used the Exercise Break with both strategies. On the one hand, we have requested through various demonstration projects with senior managers in business and industry to offer exercise breaks during the mid-morning and mid-afternoon coffee break period. In such situations, we would emphasize that the Break does not take any time away from the work day and that it lasts for only a short period of time. We would also point out that there are a number of benefits to be derived from allowing employees to participate in the Break. On the other hand, in situations where we might expect employers to be reticent about the use of the exercise break, it might be more appropriate to suggest a larger involvement in employee fitness programs which may in fact involve company time, and knowing that such a request would not be received positively, be prepared to make a concession to the use of an exercise break during employee time rather than employer time. In either instance our objective would be the establishment of an exercise break at the workplace.

Health Belief Model - This particular strategy is much more relevant in an individual counselling situation, although we have used it in organizing the presentation of information in some of our publications. The model postulates that if you wish an individual to take or practice some preventive health behaviour, the individual should: believe that they are susceptible to a particular disease or disorder, that this susceptibility has personal relevance, that there is a means of minimizing the risk or the severity of the disease or disorder to them, and that there are no barriers to action.[11] In addition, it is important to supply appropriate cues and reinforcement in the

adoption of the target behaviours. The Fit-Kit,[12] a comprehensive fitness testing and information package, was an item which was developed using a similar stratagum to the health belief model. The Canadian Home Fitness Test as part of the package was an awareness mechanism pointing out the importance of fitness to the individual by evaluating his personal fitness data. The evaluation then served to stimulate an interest in physical fitness in all those individuals who achieved low fitness ratings, and also reinforced individuals who had high fitness ratings and who subsequently wished additional information about physical fitness. The counselling phase of the Fit-Kit involved such publications as Health & Fitness and Prescription for Physical Activity, as well as the poster Fit-Tips. An indirect form of reinforcement was achieved by including a self-recording progress chart in the package, as well as various incentives for trying the test - colourful decals for the family.

V is not for Victory - V is for Variety. It is necessary in all programs whether national or whether institutional to plan for variety. It has been said that variety is the spice of life, and this is fundamental to the success of an employee fitness program. Variety is also hard work. In the promotion program this may be achieved by newsletters, seminars, special events (fitness clothes display, shoe clinics, jogging competitions), or various theme weeks planned throughout the year.

Variety in the exercise classes may be offered to participants in many ways. Special equipment such as balls, wands, skipping ropes, and games are the usual means of stimulating variety. Using music during the exercise class is perhaps the most effective way of building in variety. Exercises need not be dull and boring -- music may be used to put life into the workout. Further, different exercise modalities such as Circuit Training, rhythmics, DanceFit, interval training, pairs exercises, and co-ed classes are excellent ways to vary the sessions. Guests and volunteer instructors are another means. It should be noted that at Canada Life only 20% of the persons involved were drop-outs. These individuals cited lack of time, personal laziness, injury (not program-related), and conflict with vacation time as the most important reasons for dropping out. In Table 1, it can be seen that class variety and the use of music were among the most highly rated aspects of the program.

Table 1 Toronto Study - Fitness Class Ratings (1-5)*

	Male	Female
Class Variety	4.3	4.0
Use of Equipment	3.7	3.6
Use of Music	4.6	4.4
Type of Music	4.5	4.2
Class Content and Format	4.4	4.1
Satisfaction of Activity Needs	4.2	4.2

Note: little difference between males and females.
* 1=poor, 5=excellent

The use of volunteers in the program not only stimulates variety but also serves to reinforce those individuals who have developed a personal fondness for fitness.

5. Show and Tell: Some Products Which you Might Wish to Use in an Employee Fitness or Community Fitness Program.

(At this point in the presentation, a variety of materials were shown to delegates and questions about their applicability were answered. The following list is a summary of that presentation.)

a. Employee Fitness - A manual describing the administrative and logistical aspects of an employee fitness program. Topics discussed include the benefits of employee fitness programs, fitness facilities, evaluation, leadership, opportunities to promote healthy lifestyle, legal aspects and other subjects.

b. Exercise Break - A cassette of music and accompanying handbook describing light exercises suitable for use in the workplace.

c. Standardized Test of Fitness - A comprehensive fitness testing protocol composed of an Operations Manual, an individual Assessment Report, an Aerobic Calculator and a cassette tape of the Canadian Home Fitness Test music.

d. Report: Employee Fitness & Lifestyle Project, Toronto, 1977-78 - A description of the program elements of the Toronto study. Topics include research project overview, pre-program phase, lifestyle awareness program, fitness classes, special programs, and volunteer instructor training programs.

e. Report: Canadian Public Health Association, Employee Fitness Project 1978 - A description of the CPHA 1978 project methodology program elements and components, evaluation, and results.

f. Employee Physical Fitness Facilities - Manual published by the Health Facilities Design Unit, Health & Welfare Canada. Subjects include: architectural section; mechanical section; and electrical section. The list of recommendations is intended to be used as a guide to owners and architects for the development and review of plans for the construction or renovation of facilities for amateur sport and physical fitness programs.

g. Circuit Training to Music Package - A self-contained exercise class to music. The package includes an instructional manual, a cassette with two 30-minute exercise classes, and illustrated exercise charts.

h. Pamphlets and/or Brochures - A selection of publications to promote fitness and health are available from Fitness Canada were displayed. A listing of these may be obtained by contacting Fitness Canada.

6. McDonald's Law - A Success Maxim.

The quality of employee fitness programs rests with the leadership. Fitness Canada has demonstrated through various pilot and demonstration programs that facilities and equipment take a back seat to inspired leadership.

McDonald's Law, "You are the One", is the key. You as the fitness leader will have the greatest influence on the success of your program. The literature is replete with numerous approaches which can be integrated successfully into any employee fitness program. Success in the program is dependant not on the knowledge of these many varied and interesting approaches, but on their application and adaptation for your particular situation.

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THE SCIENTIFIC BASIS FOR EMPLOYEE FITNESS

(Michael H. Cox)

In the early seventies, it was demonstrated that Canadians had a low level of cardiorespiratory fitness relative to "norms" proposed for both the Swedish and United States' populations (Bailey et al., 1974). Further, within the sample tested, there was clear evidence that the majority of subjects (who were taking little or no exercise) had poor fitness levels relative to those who were exercising regularly. Such evidence of inadequate activity to realize cardiorespiratory potential parallels research demonstrating increases in chronic diseases often attributed to faults of lifestyle (Morris et al., 1953; Anderson, 1973; McWhinnie et al., 1976). Moreover, medical research has had a marked influence in reducing the prevalence of acute infectious diseases, yet chronic lifestyle related diseases have become the principle causes of premature mortality and morbidity (McWhinnie et al., 1976; Lauzon, 1977). Furthermore, Kelley (1976) estimated from a retrospective study that the Ontario Health Insurance Plan (OHIP) would experience a $31 million reduction in health costs if Ontario citizens aged 20 - 69 years could be persuaded to maintain an average level of physical fitness.

In addition to the human suffering and great number of deaths caused by chronic illness, there are serious economic by-products in terms of "lost" working hours due to premature death, sickness and bereavement. In 1971, Canada lost a total of 193,000 man years of production due to premature death from ischemic heart disease (Lalonde, 1974). Unfortunately, many attacks afflict people during their most productive years. Health and Welfare Canada estimated a medical cost of $2.76 billion associated with diseases related to lifestyle (Haner, 1974; Non-Medical Use of Drugs Directorate, 1975; Canadian Heart Foundation, 1975; Shillington, 1976). Despite such statistics, less than 5 per cent of the total dollars spent on health were directed towards preventive measures (Task Force Reports on the Cost of Health Services in Canada, 1970). Also, in Canada, an estimated 745 million production hours at a cost $3.8 billion were lost due to lifestyle related illness in 1975 (Collis, 1978). Some authors have linked this, in part, to the slow growth of productivity both in the United States and Canada (Figure 1).

Employee fitness and lifestyle intervention programs have been suggested as one possible method to:

A MORE ACTIVE SOCIETY +

1. Increase levels of physical activity in the population making exercise more convenient to a greater number of citizens (i.e. change the work environment)
2. Improve physical fitness levels

Preventive Medicine - reduced health care costs
- 3. Reduce cardiovascular "risk factors"
- 4. Change attitudes toward health in general

A MORE PRODUCTIVE SOCIETY
- 5. Improve job satisfaction and increase productivity
- 6. Decrease absenteeism due to minor illness
- 7. Improve the quality of work life

Improved Personal SELF-IMAGE

Improved COUNTRY IMAGE

Thus, when employee fitness programs are properly administered, the potential of satisfying the objectives of:

1. The allied health professional
2. The clinician
3. The government
4. The corporate executive and
5. The worker

may all be met.

The National Conference on Employee Physical Fitness held in Ottawa in 1974 originated many recommendations, one of which, was "that Recreation Canada gather and distribute all available information on company fitness programs and their effect on absenteeism, turnover, productivity and morale, etc." and to "Make hard data available which relates to existing Canadian fitness programs..." In response to the above recommendations, the Fitness and Amateur Sport Branch of Health and Welfare Canada awarded a grant to the Department of Preventive Medicine and Biostatistics at the University of Toronto to carry out a controlled study of the effectis of a well regulated Employee Fitness Program in a large corporation. Factors to be investigated included the possible influence of the program upon health experience, lifestyle, job satisfaction, job performance and productivity. Major objectives of the research were:

1. To define current fitness levels in a selected subpopulation of "healthy" adult office workers

2. To determine by controlled trial whether current fitness levels of the adult worker relate to job productivity, and whether productivity can be increased by a well regulated employee fitness program

3. To determine the relationship between fitness levels and health costs, and to test whether health costs can be

reduced by participation in an employee fitness program

4. To examine the possible contribution of an employee fitness program to job satisifaction and general well-being in the adult population

Methodology

In the summer of 1977, two large Canadian Home Office Companies agreed to participate in the present study. The selection of Canada Life Assurance Company (CALACO) and North American Life Assurance Company (NALACO) was based on the: (1) Willingness of management to co-operate, (2) Similarities of the two companies, and (3) Feasibility of implementing the required experimental design.

NALACO was chosen as the control and CALACO served as the experimental group. Baseline data on fitness levels, absenteeism, worker satisfaction, productivity and health experience were obtained at both sites from September, 1977 to January, 1978. In January, 1978, an employee fitness program was begun at CALACO while NALACO continued to serve as a control population.

Subjects: Selection and Recuitment

Three weeks before commencement of the formal experiment, an information booth was established at each corporation to interest employees in the research project. Concurrently, news of the upcoming research was reinforced by articles in the respective company newspapers.

Subsequently, a written invitation to participate in the experiment was mailed to each employee of the two companies. A total of eleven hundred and twenty-five people, representing 53 per cent of the total employee population, participated in at least one phase of the research (Table 1).

Five hundred and thirty-one of these employees undertook all three physiological assessments and have been considered the "effective" population where results have been available. The numbers and ages represented in each subject group have been presented in Table II.

Physiological Measurements:

The physiological tests followed the protocol of the "Standardized Tests of Fitness in Occupational Health" as described by Jette, but with the addition of pulmonary function measurements (FVC, $FEV_{1.0}$, P.F.) and the elimination of two optional items (sit-ups and push-ups, Table III). Physiological tests were administered in September, 1977, January, 1978, and June, 1978.

Lifestyle Assessment:

Lifestyle assessment was completed using standard procedures for estimating health hazards, psychological state, body image, attitudes towards physical activity, medical attitudes and problems, present and previous history of physical activity, life satisfaction and job satisfaction.

Job satisfaction was explored using the "Job Description Index" (JDI) developed by Smith, Kendal and Hulin (1969). The JDI measures job satisfaction in five specific areas: Type of work, supervision, pay, opportunities for promotion and co-workers. Scores range from 18 - 54 arbitrary units per category using the standard scoring method.

With the exception of the health hazard appraisal form, which was administered concurrently with the physiological tests, each evaluation tool listed in Table IV was given twice, once in September and again in June. Due to the employee time involvement, (approximately 2 hours per session) in these assessments, none of the questionaires were administered at the January test sessions.

Absenteeism:

Absentee data was gathered on a bi-monthly basis from October, 1977 to June, 1978. Company records were used in calculating absenteeism. This was categorized as (1) Uncertified absences (<3 days), (2) Certified absences (≥ 3 days), and (3) Occurrence rate. Absentee data was first calculated for the total company and subsequently, calculated for comparison groups within the experimental company (see Absenteeism Results).

Productivity Measures:

Departmental two year work output ratings for each department (which evaluates productivity), have been supplied by both companies for the period prior to and during the experiment. Both companies calculate a per cent effectiveness based on standard man hours (hours worked on various work units using the anticipated standard times of each unit) divided by the net available hours (total hours paid minus total hours absent). Each department within the experimental company has been itemized by per cent of employees involved in the employee fitness program; subsequently, changes in productivity have been measured in those departments which experienced no turnover.

Health Experience:

The release of grouped OHIP data has been successfully negotiated and should be forthcoming in the spring of 1980. Four categories of OHIP information have been sought: (1) Total annual OHIP payment, (2) Hospital length of stay, (3) Hospital discharge diagnosis and (4) Doctor's fee service code. Subsequently, these four categories will

be related to fitness levels, health hazards and reports of medical symptoms (Figure 2). Also, specific information will be supplied on the categorization of four medical services: (1) Electrocardiography (before and after exercise and ECG monitored stress test), (2) Orthopaedic surgery (specifically fractures and dislocations), (3) Obstetrics and gynaecology, and (4) Other (to include all other medical services). In the first two cases it is conceivable that fitness testing in conjunction with an employee fitness program - ..uld generate an increased demand for a number of these medical services. In the third case it is unlikely that fitness levels or an employee fitness program would affect payments for this particular medical service.

The Program:

In January, 1978, an employee fitness program was initiated under the direction of a fitness professional. A storage room in the basement of CALACO was converted to a fitness facility. Classes were 30 minutes in length and met three or more times a week. Each class had a sufficient warm-up period, cardiovascular portion, a cool down phase and a relaxation session. The emphasis of the program was upon the development of cardiorespiratory fitness. Each participant was encouraged to participate in the supervised classes three times per week. Also, an individualized exercise prescription, to supplement the group program, was "handed out" to each participant.

Data Analysis:

For clarity of description and comparative analysis the experimental group has been divided into four categories (1) Non-participants (subjects participating in the research, but not the employee fitness program), (2) Drop-outs (subjects who started in both the research and employee fitness program and later discontinued their participation in the employee fitness program), (3) High adherents (subjects attending all three sessions of the employee fitness program consistantly; ≥ 2 times per week), and (4) Low adherents (subjects attending all three sessions of the employee fitness program, but less consistently; <2 times per week).

All data were analyzed at the University of Toronto, with the exception of the Health Hazard Appraisal Forms, which Health and Welfare Canada (Non Medical Use of Drugs Directorate) is currently analysing. Where appropriate, physiological and lifestyle data were analyzed using the Statistical Package for the Social Sciences (SPSS).

Three null hypotheses have been tested: (1) That measures of productivity, job satisfaction and health have remained unchanged at the control site from September 1977 to June, 1978, (2) The same measures do not differ between control and test sites in September, 1977, and (3) The same measures have not changed at the test site from September 1977 to June 1978 (Figure 3).

Physiological Results

The study population consisted of volunteers with approximately 60 per cent females and 40 per cent males. Age ranged from 18 years to 70 years with a mean age of 37.5±11.3 for males and 31.4±11.3 for females. No significant age difference was found between the study groups (Table II).

Initially, no significant physiological differences were demonstrated between the research groups (Tables V and VI). Figures 4 and 5 illustrate the rate of change in predicted maximum oxygen uptake (VO_2max) over the three testing periods for both males and females respectively. The largest and most significant change occurred in the male high adherence group. Similar improvements were also found in per cent body fat and flexibility (Tables VII and VIII).

Lifestyle Assessment

Male subjects in all groups initially presented a profile of being satisfied in their employement (except in the areas of pay and promotions), had low anxiety levels, stable self-image, few major life change events in the last year, reported few medical symptoms and were satisfied with life in general. These same subjects also rated physical activity as an important component socially, as a healthy way to release tension and an adequate way to maintain health and fitness. No significant differences were found initially between study groups. Significant changes between the male groups from test one to test two are apparent in the "life change events" related to health where the drop-outs report an increase. It was also apparent that the high adherence group reported a more positive attitude towards physical activity and its contribution to health and fitness. The high adherence group also demonstrated less change in their work environment as measured by the Holmes and Rahe Life Change Events. Of particular interest was that all groups reported less medical symptoms as measured by the Cornell Medical Index.

Female subjects presented a profile similar to the males. However, initially the female high adherence group reported a higher degree of satisfaction in their work environment and both the high and low adherence groups reported a more positive attitude towards physical activity (compared to the three other groups) with relation to health and fitness. The rate of change over time demonstrated no significant differences between groups. Female subjects also tended to report less medical symptoms.

Absenteeism

Total days of absenteeism are averaged for pre- and post-intervention periods for each group and presented in Table IX. Occurrence rates for each group are presented in Table X. During the pre-intervention period no significant difference was found between absentee rates for the total company and the high adherence group (x^2=2.8, n.s.), however, the post-intervention rates were significantly different (x^2= 13.8, P .001). The high adherence group having a decrease in absenteeism of 22 percentage points beyond what may be termed the company's seasonal trends.

Summary

A controlled trial has evaluated the impact of an employee fitness program upon fitness levels, absenteeism, productivity, worker satisfaction and health costs. A total of 1125 employees, both male and female, were drawn from the experimental company (Canada Life Assurance Company) and a closely matched control company (North American Life Insurance Company). Evaluations at both companies covered the periods September, 1977 to December 1977, (before introduction of the experimental program) and January to June 1978 (after program introduction).

The experimental company showed gains in a number of measures of fitness, including maximum oxygen intake, body fat and flexibility. Stratification in terms of program participation showed that changes were greatest in high level participants. This same group showed a reduction of absenteeism relative to both the control company and low level participants in the experimental company. It also showed gains on a number of attitudinal questionnaires, particularly the item of the Kenyon inventory "Sport as a Means to Health".

Data based on the health hazard appraisal and OHIP health costs will become available during 1980.

Presently, the following analyses are being considered:

1. A further detailed analysis of absenteeism
2. The analysis of job satisfaction with related variables
3. A comprehensive analysis of departmental and company productivity
4. Employee morale
5. A retrospective analysis of company turnover
6. Cost-savings analysis

Acknowledgements:

The content and design of the Employee Fitness Program in the present project is attributed to the Fitness and Amateur Sport Branch of the National Department of Health and Welfare, who also funded the project.

Figure 1. Productivity Growth 1966 - 1976.

* Adapted from Grayson, C. Jackson, National Journal, March, 1978.

FIGURE 2

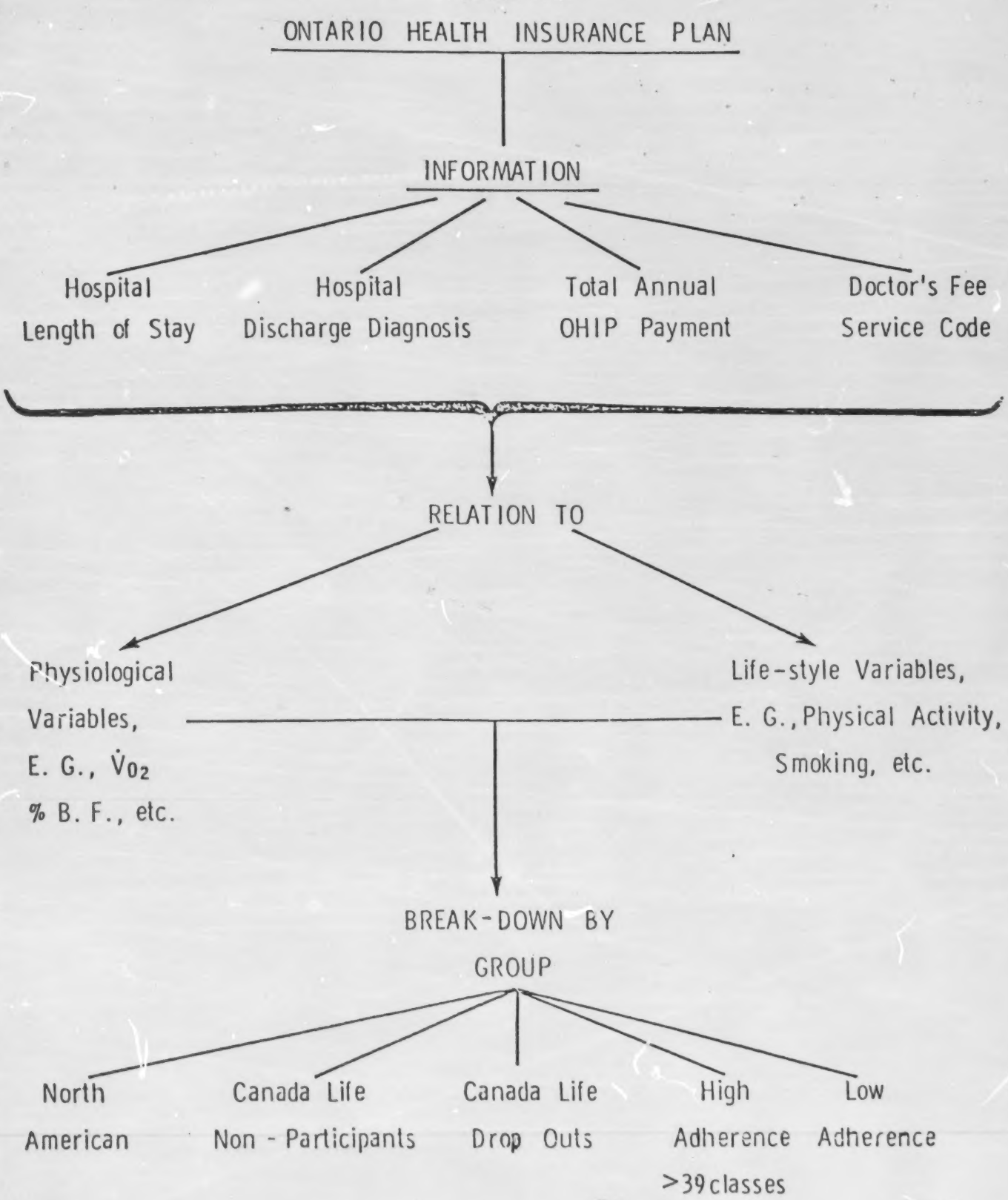
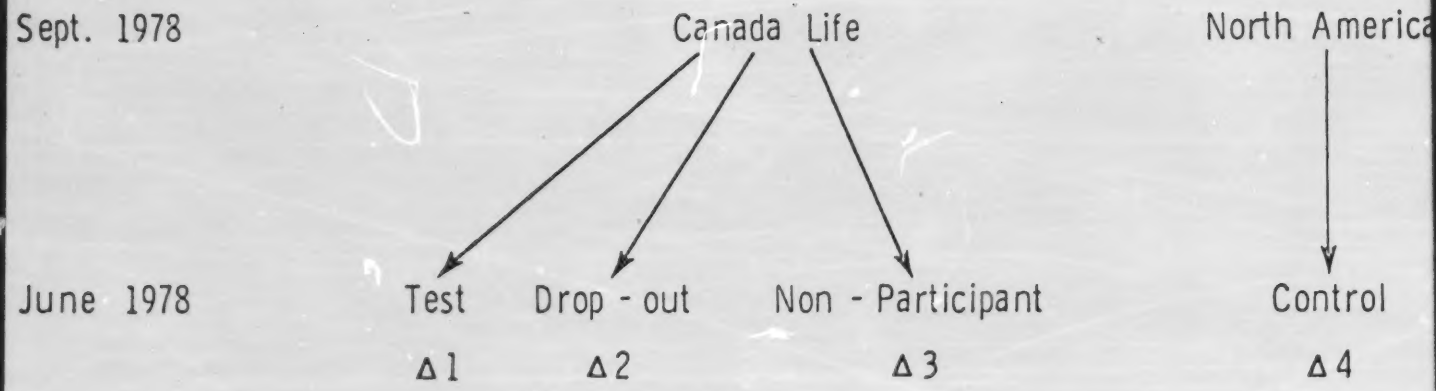
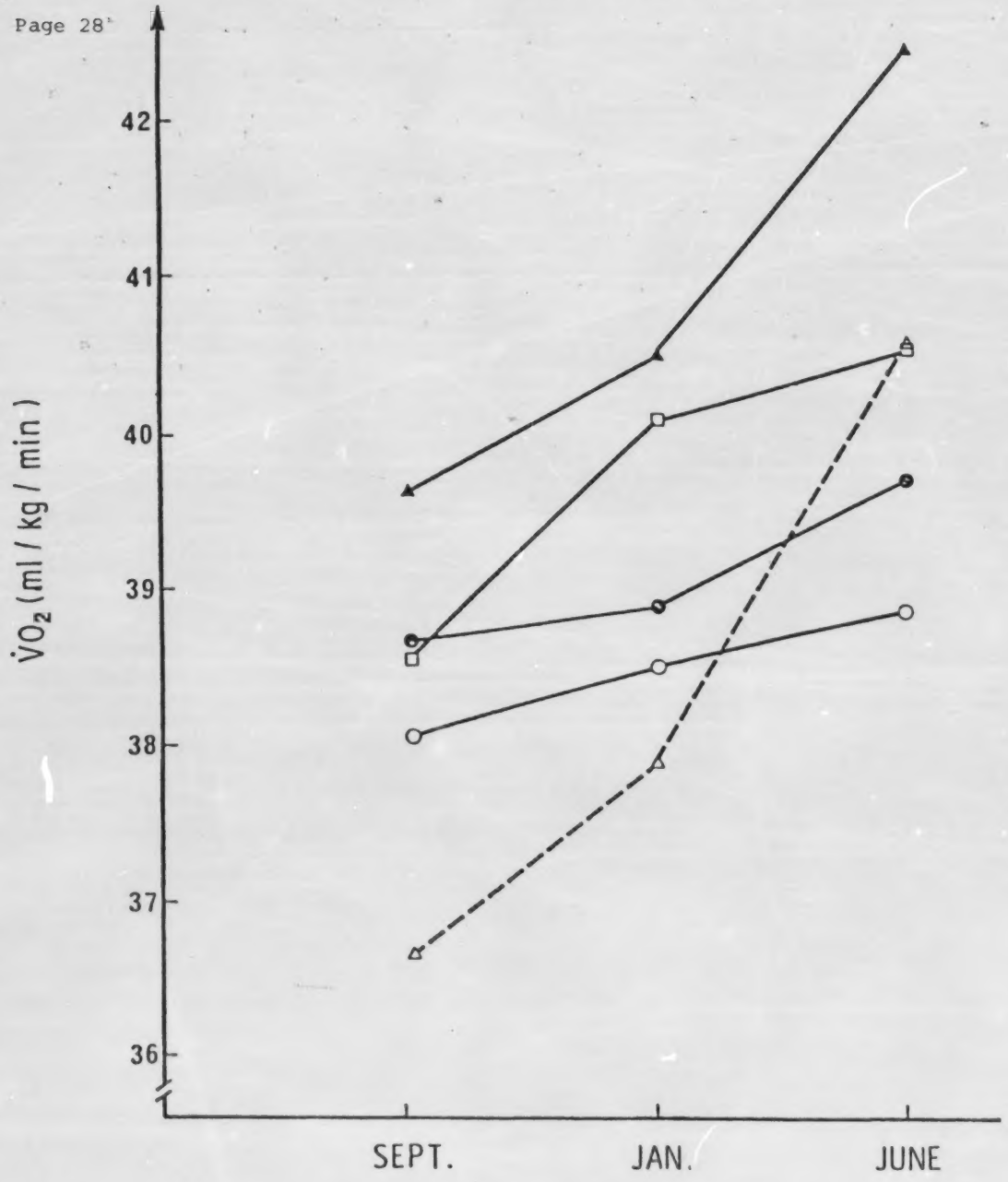

ONTARIO HEALTH INSURANCE PLAN
INFORMATION
Hospital Length of Stay
Hospital Discharge Diagnosis
Total Annual OHIP Payment
Doctor's Fee Service Code
RELATION TO
Physiological Variables, E. G., $\dot{V}_{O_2}$ % B. F., etc.
Life-style Variables, E. G., Physical Activity, Smoking, etc.
BREAK-DOWN BY GROUP
North American
Canada Life Non - Participants
Canada Life Drop Outs
High Adherence >39 classes
Low Adherence

FIGURE 3



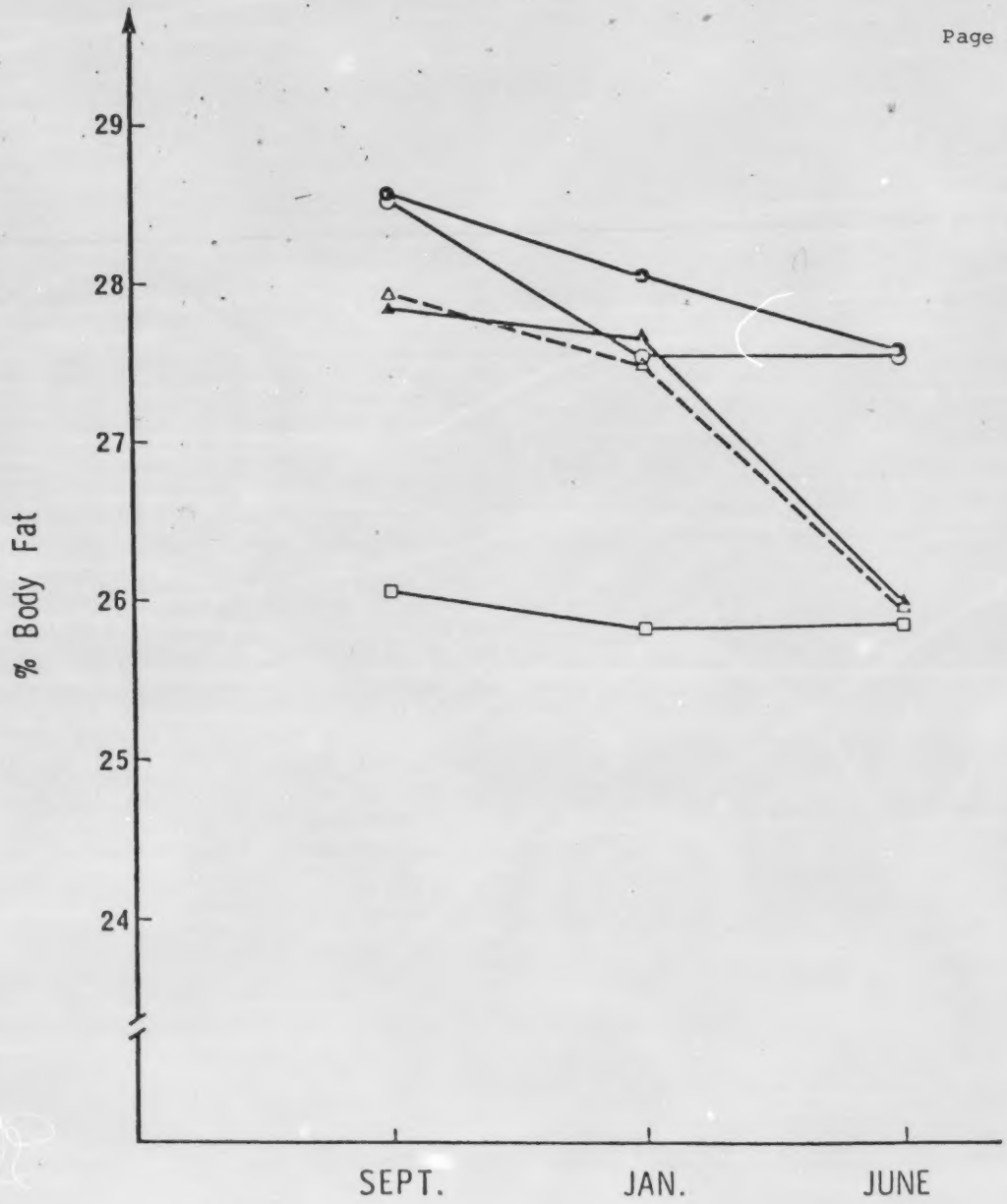
Nuil Hypothesis $\Delta 1 = \Delta 2 = \Delta 3 = \Delta 4$

FIGURE 4 VO_2 - MALES



North American CONTROL	□	N = 71
Canada Life Non - Participants	○	N = 38
Canada Life Drop outs	●	N = 19
High Adherence > 39 classes	△----△	N = 60
Low Adherence	△——△	N = 44
		232

FIGURE 5 % BODY FAT - FEMALES



North American CONTROL	□	N = 69
Canada Life Non - Participants	○	N = 33
Canada Life Drop outs	●	N = 43
High Adherence > 39 classes	△- - -△	N = 93
Low Adherence	▲——▲	N = 61
		299

TABLE I TOTAL PARTICIPATION IN RESEARCH

GROUPS	N
North American CONTROL	366
Canada Life Non - Participants	273
Canada Life Drop Outs	152
High Adherence > 39 classes	189
Low Adherence	145
TOTAL	1125

		CANADA LIFE	NORTH AMERICAN
MALES	N	293	155
	%	38.6	42.3
FEMALES	N	466	211
	%	61.4	57.7

TABLE II AGE

	MALES		FEMALES	
	Mean	STD Dev.	Mean	STD Dev.
North American CONTROL N = 366	36.3	± 11.1	30.5	± 10.8
Canada Life Non - Participants N = 273	40.1	± 14.1	32.2	± 10.9
Canada Life Drop Outs N = 152	39.1	± 9.4	31.8	± 13.0
High Adherence > 39 classes N = 189	38.9	± 11.4	32.4	11.0
Low Adherence N = 145	34.2	± 8.5	30.2	11.1

TABLE III STANDARDIZED TESTS OF FITNESS

I ANTHROPOMETRIC

A. Height (cm)

B. Weight (kg)

C. Body Girths - forearm, chest, abdomen, gluteal and thigh (cm)

D. Skinfold measurements - biceps, triceps, subscapular and suprailiac (mm)

II FLEXIBILITY - measured using a Wells and Dillon Sit and Reach apparatus (cm)

III STRENGTH - measured using a Stoelting hand - grip dynamometer (kg)

IV PULMONARY FUNCTION TESTS - consisted of Forced Vital Capacity, FEV, and Peak Flow

V AEROBIC CAPACITY - sub - maximum exercise test ECG monitored CANADA HOME FITNESS TEST

TABLE IV LIFE STYLE ASSE MENT

Cornell Medical Index

Taylor Manifest Anxiety

Neugarten's Life Satisfaction Index

Mc Pherson's " Real Me "

Kenyon's Semantic Differential

Kenyon's Attitude to Activity

General Information Inventory

Freidman and Rosenman Type A and Type B

Smith, Kendall and Hulin Job Satisfaction Index

Holmes and Rahe Life Changes Event

Health Hazard Appraisal

Table V Physiological Similarities, Test #1, September

Mean, Standard Deviation

MALES

Group	% Body Fat	Weight kg	Lean Body Weight kg	Systolic Blood Pressure mm Hg	Diastolic Blood Pressure mm Hg	Casual Heart Rate bts/min	Recovery Heart Rate bts/min	$\dot{V}O_2$ max ml/kg/min	Sit Reach cm	Right Hand Grip kg	Left Hand Grip kg
Canada Life High Adherrence N = 60	21.1 ±5.8	76.4 ±10.0	59.9 ±6.6	126.9 ±14.2	78.0 ±11.0	78.5 ±10.5	93.4 ±13.3	36.6 ±6.5	29.7 ±9.4	50.8 ±7.9	49.6 ±6.1
Canada Life Low Adherence N = 44	19.8 ±4.2	75.0 ±7.1	60.1 ±5.7	127.6 ±17.8	80.6 ±11.7	77.8 ±12.7	96.2 ±22.0	39.7 ±5.4	30.1 ±8.3	55.0 ±8.9	51.0 ±8.9
Canada Life Drop-outs N = 19	19.9 ±6.6	75.4 ±11.8	59.8 ±6.9	128.1 ±12.8	83.4 ±13.6	73.5 ±11.2	89.5 ±14.9	38.6 ±6.8	29.4 ±10.3	51.9 ±7.5	49.1 ±6.6
Canada Life Non- participants N = 38	19.3 ±5.2	76.9 ±8.9	61.9 ±6.3	128.7 ±15.6	76.2 ±9.9	73.4 ±11.9	88.7 ±14.6	38.1 ±6.5	31.1 ±10.9	55.1 ±7.2	52.4 ±9.1
North American Life N = 71	18.9 ±4.7	74.9 ±12.3	61.2 ±7.0	123.8 ±11.7	75.7 ±10.8	74.7 ±12.1	90.4 ±13.2	38.5 ±6.5	27.2 ±8.2	52.0 ±8.1	50.4 ±7.8

Table VI Physiological Similarities, Test #1, September

Mean, Standard Deviation

FEMALES

Group	% Body Fat	Weight kg	Lean Body Weight kg	Systolic Blood Pressure mm Hg	Diastolic Blood Pressure mm Hg	Casual Heart Rate bts/min	Recovery Heart Rate bts/min	$\dot{V}O_2$ max ml/kg/min	Sit Reach cm	Right Hand Grip kg	Left Hand Grip kg
Canada Life High Adherence N = 93	27.9 ±4.6	57.2 ±8.4	40.9 ±4.8	115.9 ±11.7	72.1 ±12.2	78.2 ±13.5	93.6 ±13.6	35.1 ±4.8	35.1 ±8.0	31.4 ±4.9	29.4 ±4.4
Canada Life Low Adherence N = 61	27.5 ±5.6	59.8 ±10.9	42.9 ±6.0	116.9 ±11.6	71.4 ±10.5	79.9 ±12.3	93.6 ±14.5	33.0 ±5.6	35.0 ±8.2	32.1 ±5.6	29.9 ±6.1
Canada Life Drop-outs N = 43	28.5 ±5.1	59.1 ±11.9	42.1 ±6.6	115.5 ±14.3	71.1 ±11.4	81.2 ±14.6	95.2 ±13.9	31.1 ±5.5	33.5 ±7.5	30.8 ±6.5	27.8 ±6.1
Canada Life Non-participants N = 33	28.5 ±5.8	59.9 ±12.6	42.3 ±6.1	118.9 ±9.8	73.8 ±9.0	78.1 ±10.8	92.9 ±14.7	31.3 ±6.0	33.3 ±9.1	32.3 ±3.7	30.7 ±3.6
North American Life N = 69	26.2 ±4.5	56.6 ±9.0	42.2 ±4.9	117.3 ±12.4	69.9 ±10.6	78.9 ±7.9	94.8 ±11.2	32.7 ±4.9	36.0 ±7.9	32.8 ±5.4	30.2 ±5.8

MALES

Table VII : TEST 1 versus TEST #3 (Mean Score ± Standard Error)

Variable	North American Control			Canada Life Non- participants			Canada Life Drop Outs			Canada Life Low Adherence			Canada Life High Adherence		
N	71			38			19			44			60		
Age	36.3 ± 11.1			40.1 ± 14.1			39.1 ± 9.4			34.2 ± 8.5			38.9 ± 11.4		
	Test 1	Test 2	Diff.	Test 1	Test 2	Diff.	Test 1	Test 2	Diff.	Test 1	Test 2	Diff.	Test 1	Test 2	Diff.
Weight (kg.)	74.9 ±1.4	76.9 ±1.6	2.0 ±1.6 N.S.	76.9 ±1.4	77.3 ±1.4	0.4 ±0.5 N.S.	75.4 ±2.7	76.3 ±2.5	0.9 ±1.2 N.S.	75.0 ±1.1	74.4 ±1.1	-0.6 ±0.4 N.S.	76.4 ±1.3	74.9 ±1.2	-1.5 ±0.5 N.S.
Percentage Body Fat	18.9 ±0.6	18.7 ±0.6	-0.2 ±0.4 N.S.	19.3 ±0.8	18.1 ±0.9	-1.2 ±0.4 p<.004	19.9 ±1.5	19.4 ±1.6	-0.5 ±0.5 N.S.	19.8 ±0.6	18.1 ±0.6	1.7 ±0.4 p .001	21.1 ±0.7	19.4 ±0.7	-1.7 ±0.4 p .00
Sit and Reach (cm.)	27.3 ±0.9	28.9 ±0.9	1.6 ±0.5 p<.001	31.1 ±1.7	32.2 ±1.7	+1.1 ±0.7 N.S.	29.4 ±2.4	31.8 ±2.4	+2.4 ±1.5 N.S.	30.1 ±1.3	33.2 ±1.2	+3.1 ±0.8 p<.001	29.6 ±1.2	32.6 ±1.1	+3.0 ±0.7 p<.00
Right Hand Grip Strength (kg.)	52.0 ±0.9	49.4 ±0.8	2.6 ±0.7 p<.001	55.1 ±1.2	52.4 ±1.7	-2.6 ±1.3 p<.06	51.9 ±1.7	51.7 ±1.6	-0.2 ±1.4 N.S.	55.0 ±1.4	52.3 ±1.3	-2.7 ±0.9 p<.007	50.8 ±1.2	48.8 ±1.1	-2.0 ±0.7 p<.04
Maximum Oxygen Uptake (Ml/kg. min)	38.8 ±0.8	40.7 ±0.8	1.9 ±0.5 p<.001	38.1 ±1.0	38.9 ±1.2	0.8 ±0.5 N.S.	38.6 ±1.6	39.7 ±1.6	1.1 ±1.2 N.S.	39.7 ±0.8	42.5 ±0.9	2.8 ±0.5 p<.001	36.6 ±0.8	40.5 ±0.9	+3.9 ±0.6 p<.001

FEMALES Table VIII : TEST #1 versus TEST #3 (Mean Score Standard Error)

Variable	North American Control			Canada Life Non-participants			Canada Life Drop Outs			Canada Life Low Adherence			Canada Life High Adherence		
N	69			33			43			61			93		
Age	30.5 ± 10.8			32.3 ± 10.9			31.8 ± 13.0			32.4 ± 11.0			30.2 ± 11.1		
	Test 1	Test 3	Diff	Test 1	Test 3	Diff.	Test 1	Test 3	Diff.	Test 1	Test 3	Diff.	Test 1	Test 3	Diff.
Weight (kg)	56.6 ±1.1	57.1 ±1.0	0.5 ±0.9 N.S.	59.9 ±2.2	60.1 ±2.2	+0.2 ±0.5 N.S.	59.2 ±1.8	59.8 ±1.8	+0.6 ±0.4 N.S.	59.8 ±1.4	59.2 ±1.4	-0.6 ±0.3 p<.05	57.2 ±0.9	56.8 ±0.8	-0.4 ±0.1 N.S.
Percentage Body. Fat	26.1 ±0.5	25.8 ±0.6	-0.3 ±0.3 N.S.	28.5 ±1.0	27.6 ±1.2	-0.9 ±0.5 N.S.	28.2 ±0.8	27.3 ±0.8	-0.9 ±0.5 p<.05	27.5 ±0.7	25.9 ±0.8	-1.6 0.3 p<.001	27.9 ±0.5	25.9 ±0.5	-2.0 ±0.0 p<
Sit and Reach (cm.)	36.1 ±0.9	37.1 ±0.9	+1.0 ±0.5 p<.03	33.3 ±1.6	34.2 ±1.4	+0.9 ±0.5 N.S.	33.8 ±1.2	35.1 ±1.2	+1.3 ±0.6 p<.04	35.0 ±1.1	37.4 ±1.0	+2.4 ±0.6 p<.001	35.1 ±0.8	38.6 ±0.8	+3.5 ±0.0 p<
Right Hand Grip Strength (kg.)	32.8 ±0.7	29.2 ±0.7	-3.6 ±0.7 p<.001	32.3 ±0.6	31.5 ±0.9	-0.8 ±0.7 N.S.	30.9 ±0.9	30.0 ±0.8	-0.9 ±0.7 N.S.	32.1 ±0.7	32.2 ±0.7	+0.1 ±0.5 N.S.	31.4 ±0.5	31.3 ±0.7	-0.1 ±0.2 N.S.
Maximum Oxygen Uptake (ml/kg. min.)	32.7 ±0.6	34.3 ±0.6	+1.6 ±0.3 p<.001	31.3 ±1.1	31.9 ±0.9	0.6 ±0.5 N.S.	31.2 ±0.8	32.00 ±0.8	+0.8 ±0.3 p<.02	33.0 ±0.7	34.2 ±0.7	1.2 ±0.3 p<.001	32.0 ±0.5	34.9 ±0.5	+2.9 ±0.0 p<

Table IX Absenteeism Rated per thousand employees

Average pre-Intervention Absences vs. post-Intervention Absences

Group	Pre	Post	Difference	% Decline or Increase
High Adherence N = 171	603	351	252	41.8 ↓
Low Adherence N = 140	657	600	57	8.7 ↓
Drop-outs N = 124	758	782	+24	3.2 ↑
Non-Partici-pants N = 200	685	525	-160	23.4 ↓
Remaining Canada Life Employees N = 646	724	543	181	25.0 ↓
Total Company High Adherence N 1110	711	572	139	19.5 ↓
North American N = 577	844	661	183	21.7 ↓

Table X Absentee Occurrence Rate

Average of pre-Intervention v.s. post-Intervention

Group	Pre	Post	Difference	% Decline or Increase
High Adherence N = 171	62	42	-20	[illegible].3 ↓
Low Adherence N = 140	51	57	+6	11.8 ↑
Drop-outs N = 124	61	63	+2	3.3 ↑
Non-partici-pants N = 200	82	73	-9	11.0 ↓
Remaining Canada Life Employees N = 646	265	207	-58	21.9 ↓
Total Company High Adherence N = 1110	459	400	-59	12.9 ↓
North American N = 577	469	392	-77	16.4 ↓

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THE CANADA LIFE PROJECT

(Veronica Marsden)

Along with gathering statistical information on the impact of employee fitness and lifestyle programs on work productiviety, absenteeism, health care costs, company morale, etc., the Canada Life Project set out to design somewhat of a model employee fitness and lifestyle awareness program adaptable to any Canadian company regardless of facilities and employee numbers. Most of you have already received the Employee Fitness and Lifestyle Project Report* which includes a step by step account of exactly how the program was initiated, including employee contacts, selection of instructors, development of a fitness advisory committee and program promotion. From there the report gives a detailed account of the nature of programs offered along with administrative details. The beauty of the report is that it not only includes information relating to the Canada Life Project but also contains tips on how other companies can adapt certain features to suit their own particular situation. I think that if you are involved in setting up any type of employee fitness and lifestyle program you will find the Canada Life Report a most useful tool. After reviewing its contents I hope you will feel free to contact me in Toronto for any additional information.

I was allotted a three month period in which to design and implement the Canada Life Program. There is a logical sequence of events which must be completed, step by step, in order to launch a successful program which will attract and retain large groups of employees. Two full-time fitness professionals, myself included, a secretary, company artists, medical staff, personnel officer, and numerous additional company resource people worked many hours to get the program off the ground in time. As a matter of fact a friend of mine has just been hired to develop a program for ESSO Resources in Calgary and she's been given 12 months to develop a similar type of program.

One of the first things to be done in setting up any program is to establish key company contacts. It is important to know who's who in the company as well as what role each might plan in ensuring the program's success. No matter what the size of company or program, it is difficult, if not virtually impossible to do a good job alone.

Some of the key company contacts which were and still are instrumental to Canada Life's success include the advertising department staff, the newspaper editor, the company physician, and the company artist. I'm very fortunate at my company in having artists available to me. They are able to add a very professional touch to fitness newsletters, bulletins and other promotional materials. One of the

* Available from the Health and Welfare Canada, Fitness Branch

company artists was also responsible for designing a fitness logo which now appears on all related literature. Such a resource person, however, is not mandatory for the success of a program. For example, in trying to come up with a suitable fitness logo you might sponsor a company wide contest to see who can come up with the best logo. First prize might be a pair of jogging shoes or free membership to one set of fitness classes.

I have also found the Occupational Health Staff very supportive. One of the company nurses is currently assisting me with our Nutrition Counselling and Weight Control classes!

The establishement of a Fitness Advisory Committee is also an important first step. Key people representing a wide range of areas in the company should be included. Our present committee includes a personnel officer, the company physician, the building manager, an executive secretary, a volunteer fitness instructor and myself. Really, the more employees you've got involved in the operation of the program the greater the pride that's generated.

Initially i had "professional" instructors teaching the fitness classes. It was indicated to me several times that the program would quickly go down the drain within a couple of months if trained company volunteers took over. Shortly before the "professionals" left I trained 25 volunteers from within the company and the classes used to be just full--now we have waiting lists. One of the advantages of training company volunteers is that being located on the premises day in and day out, they are able to have much closer contact with the participants in their exercise classes.

Perhaps you have questions on some of the areas which I have discussed thus far.

Q: This is all done on employee time not employer time?

A: Yes, it is all done on employee time. Classes are offered before work, noon hours and after work.

Q: Inaudible.

A: Actually, the employees are given time off for special remedial programms offered. The Back Care Classes and Smoking Cessation Classes are examples of programs offered during work hours. Canada Life realizes the number of work days lost due to sore backs and illnesses related to heavy smoking. I should add, however, that not all company programs operate this way. I direct a somewhat smaller program at North Americal Life Assurance Company. They are not willing to grant time off to employees for any special programs. The fitness and lifestyle program in general however, has lower priority when it comes to corporate benefits offered.

Q: What is flex time?

A: A company on non-flex hours would indicate a company where most employees worked an 8 - 4 or a 9 - 5 day. A company on flex-time, on the other hand, would have employees starting and finishing work at staggered times. At Canada Life, for example, some employees work 7 - 3 while for others it's a 10 - 6 hour day. This is great for me as it allows for a lot of flexibility in terms of programming hours. Flex time can also mean working a 4½ day week versus a 5 day week.

Q: Who pays for the program - the company, the employees, or both?

A: The Canada Life Program is entirely sponsored by the company. We do charge a $5 registration fee for each 12 week session, however, to ensure some form of a committment to the program by the employees registering. This money is not used to help offset program costs. Money collected is used to purchase awards and prizes given out for participation in special events. At North American Life, however, we charge $6 for a 10 week session. All money collected here is used to help offset program costs. The company sponsors the rest. So you can see that it is possible to run programs with a minimal budget.

Q: What is your annual operating budget?

A: Approximately $12,000 per year at Canada Life. This figure does not include staffing costs. The $12,000 includes such expenditures as new equipment, equipment repairs, printing costs, educational materials, film rentals, instructor uniforms and instructor training.

Q: Do you think the program has an effect on other family members?

A: I haven't conducted a formal survey, but the feedback received from the employees themselves is very positive. They are continuously coming into my office saying, "My wife would really like to lose 10 pounds. Do you have any dietary information to give her" --or "My boyfriend went jogging with me last night!" The stories are endless. We see increasing number of families becoming active together.

Q: Are the research results available yet?

A: Mike Cox gave a fairly comprehensive presentation on the research results of the project. They should be available soon.

FITNESS AND LIFESTYLE

(Russ Kisby)

I would like to qualify my main comments by saying I do not consider myself an expert in the area of employee fitness. Most of what we have concentrated on in the past few years with PARTICIPaction is really a rather broad awareness and motivational campaign aimed at all Canadians. A focus on employee fitness has been a small part of this overall campaign.

We still have a long way to go in this area of employee fitness. By no stretch of the imagination can we really say it is well accepted by Canadian business and industry. "How To Persuade Business To Be Sold On Fitness" seems, therefore, an appropriate topic.

What we are really exploring here is what we, as professionals, should be doing, what approaches we should be taking, to get companies more interested in employee fitness.

The quotation which follows is just one page from a speech originally delivered to a group of senior company officials on this area of employee fitness. These were corporation leaders who had expressed an interest in this topic.

> "I am sure that most of you agree that to be a successful company today, requires the use of modern efficient machinery. As a result, most of you probably spend many hours each year keeping up to date on the new machinery available and improvements on the existing ones.
>
> If we objectively assess the operating costs of most of our companies, however, we would soon see that the single most important machine is the human machine. Yet, in most cases, this is the machine that most frequently becomes ineffective, underused, corroded and obsolete. It breaks down more frequently than most other machines and it is by far the most costly to repair.
>
> Yet, for the human machine, there are no guarantees, warranties, or trade-ins, if they wear out prematurely. They simply have to go at a costly one-half speed. In many ways our companies today would be far better off if we could completely do away with this human machine.
>
> The fact remains however that one of the most serious problems facing companies is the health and fitness of their employees. Particularly the employee's overall fitness level or lack of it."

The speech was given just three years ago. Today, I would say for most companies that statement couldn't be further from the truth. Oh, it's true we still have problems, and its true many company employees are still far from being physically fit or even accepting fitness as an important part of their lifestyle, but the general attitude of companies towards fitness has come around almost 180 degrees. There has been a phenomenal change.

I need not tell you committed people about the current public interest in fitness. We need only look around our neighbourhoods to see the many joggers, cyclers, skiers, etc. We need only look and listen to the media to be aware of the tremendous amount of advertising of products from beer to brassieres that have now adopted the fitness theme. In many ways, fitness has really arrived, and based on my contact with many companies across Canada, I am convinced most senior company people couldn't agree with it more.

Over the past few months we have had an opportunity with PARTICIP-action to meet some 25 Chief Executive Officers of major corporations. Most of these were one-on-one meetings in which we had an opportunity to discuss fitness. As a physical educator, initially I thought I would have to convince them of the importance of employee fitness. I quickly found out I was out of touch...and this was not the case. In fact, of the 25 individuals with whom I met, there was only one exception to this observation. The other 24 couldn't agree more with the importance of employee fitness and in fact 22 of the 24, as part of their personal lifestyle, were extremely physically active people. Most jogged or did some other form of "daily health maintainance program".

I found I didn't need to convince them of the importance of fitness, but rather explore with them the most effective means to get fitness into the workplace. Most of the current employee fitness programs in their opinion, were not effective. Only a small percentage of their employees tended to be involved and even those had a fairly significant drop-out rate over a six month period.

If we are honest, most of our existing employee fitness programs are reaching only a small percentage of the employees and in most cases those are employees who were previously already active to some extent. In many cases our programs have just redirected their activity to a work-based location. The big challenge facing us therefore is: how do we reach those still inactive employees?

If we look at the full spectrum of employee fitness programs operative today, we see quite a variety. At one end of the continuum we have the very sophisticated kind of in-company

programs operated by a full-time fitness consultant such as Veronica's Canada Life Program. At the other end we have companies which simply subsidize memberships for some of their employees in a variety of health or fitness clubs. Looking at these divergent schemes and the variety of approaches in between them, leads to general observations on employee fitness today.

Many companies tend to lump employee fitness into their industrial recreation program, a practice which I personally believe is a mistake. Recreational programs are a very important part of the fitness delivery system, however, fitness should go far beyond one limited aspect of company life. Being placed within this category, fitness runs the risk of being seen as being of the same relative importanee as the volleyball team, the craft day, or the dancing club "just one more activity". Fitness should be an integral part of total company life.

Many companies have placed employee fitness under their occupational health division. There is a fine line here because fitness really is a health issue but occupational health traditionally deals with injuries and accident prevention, and putting fitness into this category could give it a very negative connotation.

Personally, I would like to see fitness made a completely separate entity or department, whose focus should be to create an atmosphere in which fitness is seen as a positive element affecting many aspects of company life.

As for companies which subsidize memberships for their employees in various health clubs, I generally believe this is a good idea but, unfortunately, many of them seem to feel the obligation to have some kind of a check on one's attendance or performance. The subsidized membership will continue, for example, providing the employee can show evidence of having attended fitness workouts at least three times a week. I can appreciate the company's concern in this regard, but on the other hand it really defeats the whole idea of fitness we are discussing. For many employees this approach can be perceived as being "back in the school room" and gives the impression that "big brother is watching".

On the other hand, many of those programs operating within the company and conducted by a full-time fitness consultant end up dealing with only a very small percentage of the employees. The Canada Life program is, once again, a real exception to this rule and one of the classics upon which we should be modelling others. Perhaps, one of the reasons why so many such programs attract only a small percentage of the employees is they limit fitness almost exclusively to fitness classes. (We also face this difficulty with many of our YMCA programs.)

It's not that the fitness class approach is wrong or ineffective, but rather it tends to give the impression the whole concept of fitness is one which can only be achieved through a class setting. There is a dependency on the class and leader and therefore little wonder that about 75% of those participating can be expected to drop out within the first six months.

One major mistake we as fitness professionals have made over the years is creating the illusion that fitness classes are the lifetime panacea. You can be fit providing you show up every Monday, Wednesday, and Friday noon for the rest of your life. If that's the way we are still approaching fitness, then we are really discouraging the very kind of lifestyle change we claim we wish to effect.

It may sound like semantics, but I do think rather than "conditioning classes" we should be referring to them as "reconditioning classes". Our objective should be to do a "retread" job. The traditional fitness class has proven to be one of the most effective and time-efficient means by which to take almost any individual and within a limited time period (three months) move him or her from a relatively unfit level to a rather good base level of fitness. At that point, I believe the individual should move on to other activities which are inherently more enjoyable and therefore are more likely to keep that individual active for a sustained period of time. If this is the case, then one of the emphasis in our fitness classes will of course have to be the learning of new skills to enable one to progress to various sport and recreation activities after a reasonable period of time. If the participants have been taught skills such as raquetball, cross-country skiing, hiking, canoeing, etc., the fitness program has provided impetus for sustained activity.

Many company managers believe that in-house employee fitness programs are expensive. I believe we should be justifying these costs on the basis, at least in part, of absenteeism. Even the most comprehensive programs, if they resulted in a 10% reduction in absenteeism, would more than pay for the cost of the entire program. Just ask the employer what his savings would be if you could reduce absenteeism by just 10%. Results such as increased productivity could therfore be seen as a bonus.

Finally, a fourth observation is that many senior officials in companies, even though they are interested in employee fitness, often appear to be paternalistic. Many employees, particularly those associated with unions, tend to question just why a company is interested in employee fitness. While certainly it's true that companies are interested in increased productivity, they must also be careful to show they are genuinely interested in the overall health and general well-being of the employee. In most operations where a company has hired a full-time fitness professional, this individual has been able to provide leadership which is not perceived as being paternalistic and rather a complement to the employee's existing interest. Therefore, if nothing else, you

should attempt to sell yourself and your expertise to companies on the basis that you can approach employees in a much more credible vein than would be the case if the company did it with its existing management personnel.

From the above comments, it may sound as though I am rather negative on this whole area of employee fitness. Nothing could be further from the truth. What I am negative about, however, is I do not believe we as professionals have really explored all of the potential in this area. In many cases, I quite frankly feel we have attempted to move too quickly into this employee fitness area. We have jumped on a novel idea and started providing quick solutions without really looking at their long-term impact or the most effective means appropriate for each individual company.

If we look at the individual we hope to work with in a company, we must also recognize he or she is not likely to be much different from the respective age group within the population at large. If there's one thing we know about Canadians, it is over the past few years their interest in and attitude towards physical fitness has changed radically. Whereas just a few years ago fitness was really a "non-issue", today it is one of the hottest and most talked about topics around. People are interested, but I do not believe most of them really understand what fitness is all about and how it can be achieved.

One of the big needs of the near future therefore, is solid education on what fitness is. This has real implications for us as professionals as most of this education can be more effectively done on an individualized basis. The focus of many company employee fitness programs therefore should not just be on providing activities and giving "blind leadershipfor exercise classes", but rather on seeking the means to educate the individual, to the point where he or she has a real understanding about fitness, how it can fit into his life, and how to go about achieving it. The ultimate decision therefore rests with the individual and only he or she can make the decision as to what and how much he will do.

Another fact we know about adult Canadians who in the last year or two have become physically active (most for the first time in a number of years) is only about 25% of them chose a highly structured or class-based activity. About 75% preferred to become active in completely individual type activities or periodically in social groups involving their families. Again, by placing the emphasis on education rather than leader-dominated programs, we can provide a better service to these interested employees.

In my opinion, far too many of us have approached companies almost exclusively with a programming concept in mind. This approach, probably more than any other factor, is responsible for so many failures

to interest companies. If we were to approach the company with an educational approach to fitness, I believe we would have more success.

One recent example of this educational approach is the FITNESS: THE FACTS program developed by PARTICIPaction. The materials, consisting of six booklets in a container, each complemented by an attractive poster and a series of articles, are all designed in a direct and entertaining manner to educate the individual as to what fitness is all about and how each of us, given our unique interests, occupation, age and sex, can go about devising the most appropriate personal program. It is strictly educational and clearly places the responsibility for fitness on the individual's shoulders. In other words, we can tell you what fitness is all about and hopefully convince you of its many benefits, but in the end only "you" can do it.

MARKETING THE CONCEPT

(Skip Willis)

I have been asked to spend the next hour turning you into brilliant marketers, which is an interesting challenge. Basically, what I intend to do is to give you some idea of the current techniques in communications and some of the trends.

I have spent the last ten years in marketing and have a fairly broad base in it. There is a tremendous amount of information available and a lot of case studies and specific examples we can discuss, but I am more interested in trying to define the problems you are facing and seeing whether or not some of the insights I have from a marketing point of view may help to resolve them.

From a marketing perspective, we are concerned with developing the ability to get the information across and to inspire the kind of action or reaction that will achieve the goals we set out.

In the last twenty years communications has undergone an incredible explosion. An explosion has occured in television, radio, newspapers, and magazines. The experience we've had in Manitoba demonstrates this. We've gone from one television station to nine or ten channels on the cable network. We look at the proliferation of the radio stations, the magazines that are coming out, the community newspapers that have developed, and we can see there is a tremendous amount of information coming forth to people.

Recent surveys have indicated the average individual is exposed to 1500 advertisements daily. Consider that as average people, in an 18 hour period or however long we are awake and operating, we are exposed to 1500 advertisements. If you spent 30 seconds paying attention to each one of them you would use up 12½ hours out of your day.

In response to this explosion of information, in an attempt to maintain our sanity, we have developed tremendous screening processes. The average individual remembers or reacts to four of the 1500 ads he is exposed to daily.

You are faced with a problem. You have all of this information about fitness, but the message doesn't seem to be getting across. I can understand the frustration because not only do you have all of this information, but you can show people how to lead fuller lives and better lives. You can help them be healthier, and to have more fun. The reason the message isn't getting across is because of this incredible explosion of information and people react to it by saying, "Hey it's too much," "It's too confusing," "It's moving too fast," and so they have developed the ability to ignore it.

The question then becomes, how do we make fitness one of those four messages people remember. I will deal specifically with fitness later, but I want to take a look at the theory which will provide a background for my later comments on fitness.

The theory of positioning states there is a battle going on and that battle is taking place inside people's heads. There is so much information, and so little room, that in order to have a place in a person's head you have to understand what's going on there before you start. There are two related concepts I will continually make reference to. I call them perception and reality. Perception deals with what people believe to be true, reality deals with what is true. I want to make it clear, from a marketing point of view, that reality is irrelevant. The only thing that matters is what people believe to be true.

Let us consider some classic examples of companies who have ignored this concept and some classic examples of companies who have recognezed and capitalized on it. In the car rental business in the United States, ten years ago there was a dominant company and a number of also-rans. Everyone knows which company was dominant, it was Hertz Rent-A-Car. They were the originators, they were the biggest and they were holding the dominant position. Behind Hertz, who was number two? Who knows? That's what Avis figured out. Avis sat there and said, "Hey, everybody knows who is number 'one', but nobody knows who is number 'two'." Okay, there is a perception in people's minds that Hertz is number one and we can't attack that position. If we come out and say we're number one and the biggest and the best and we do all of these wonderful things, it would be inconsistent with what people believe to be true and they would ignore it.

Avis recognized an opportunity! They stepped in and said, "we're number two" and by the time they were finished, they were. They understood people's perceptions, therefore, they could take that position very successfully.

In the mid 1960's, the glamour industry was computers. Numerous major corporations wanted to get into computers. I.B.M. was there and Honeywell and all of the companies we are familiar with but there were a number of other major corporations we no longer associate with computers. Xerox, R.C.A. Victor, and Singer are probably the most prominent. It is interesting to review how they tried to communicate. Xerox developed a brilliant campaign. The theme of their campaign was, "Xerox introduces the machine that doesn't copy." People said, "Hey, just a second, Xerox means copy." Xerox lost $68 million because they didn't understand or chose to ignore that perception. They felt because they had credibility, and were a large company, if they put the name Xerox on a product people would buy it. They didn't take the trouble to understand the perception that Xerox makes copiers. They had spent years and millions of dollars convincing people Xerox and photo-copying were synonymous. They then boldly introduced a statement which contradicted this perception they had developed and were amazed when people rejected the statement.

The Singer Sewing Machine Company went not only into the computer industry, but the entire business machine area. Over the years we have all been exposed to that wonderful line from Singer, "Touch and Sew". Singer thought they could capitalize on the awareness of Touch and Sew and they referred to their business machines as Touch and Know. Their experience was similar to Xerox's. People saw the name Singer, and associated it with sewing machines. As a business man I'm not interested in sewing machines so I screened out the message. They were not able to communicate because they did not understand the perception which they had created.

I want to relate the theory of positioning to the business you are in. First, I think it would be a wonderful thing if somewhere along the line we could lose the word "fitness" forever. If we could remove the word fitness and replace it with the word active or activity, we might be able to deal with some of the problems we are facing. My concern with the word "fitness" is related to the question of perception. There are two perceptions of the word fitness, both of which are very dangerous. The first perception is that fitness is reserved for serious althetes. Probably the best thing Participaction has done, and which they have to stay with, is to break down this perception, to allow people to understand you don't have to run 5 miles, or have a 30" waist, or be able to run from the bottom to the top of the CN Tower, in order to get into this thing called fitness. The more we can promote the concept of walking a block a day, doing things, becoming active, the more the general public will feel comfortable with the concept of being active. The second thing which concerns me about the concept of fitness is that, inherent in it, is the suggestion that there is some kind of state you can arrive at where you can stand up in front of the world and say "I am fit." This is dangerous for a number of reasons.

If fitness is something you can succeed at then fitness is also something you can fail at. All of us went through the school system, some of us earlier than others. The people we are talking to are the people in the 30 plus age group who have been away from school for a long time. When you are away from school for a long time, you get away from directly competitive situations where you can pass or fail. The whole concept of fitness as it has been popularized reintroduced the possibility of failure.

I'm certainly not a professional in this area, an interested amateur perhaps, however, if someone asked me whether or not I am fit, I'm not certain how I'd answer. To me fitness is a relative thing. I'm not as fit as I was six months ago and I'm fitter than I was 3 years ago. I don't know if that makes me fit or unfit. For those two reasons, the reason of the professional athlete and for the reason of fitness being someing you can achieve, I think if we can mentally get away from the idea of fitness and towards the idea of activity, it will be a step in the right direction.

From a language point of view, if we remove the word fitness from our vocabulary we improve our communication. Earlier I mentioned Singer and I mentioned Xerox. I said the moment you say those words there's an image that comes into people's minds, and that is their perception. The moment you say the word fitness, there is an image that comes into people's minds. In terms of the objective that we have of communicating with people and of reaching people and of making an impact, I think that is a very dangerous image and the faster you can get away from it the better.

Now, I want to focus my comments for a few minutes on the question of companies and the more specific issues that you are concerned with in this conference. When you are dealing with institutions or organizations, there is a combination of good news and bad news. The bad news in dealing with companies is just exactly what is going on today in the economy. It is only realistic to understand that when the prime interest rate starts reaching the moon, in terms of the rates people are paying for money, and the economy generally is slowing down, those concerns tend to be a little bit overwhelming. This is not a terrific time to go to companies and suggest that they institute programs to make their employees healthy. The majority of companies that I am dealing with today are responding to the immediate threats because their priority is survival. As the situation improves they will be more receptive to programs for their employees, that's the bad news.

The good news is, in the long run, I'm convinced that the corporate or institutional route is going to be the major contributing factor to the success you people will have in generating higher levels of activity and generally better health within the Canadian community.

Al Miller was talking about when he was growing up and the slides they used to build in the back yard. Why don't people do that any more? I think there is a very simple reason why. We have a society of individuals who look to institutions or institutionalized structures for virtually everything they do. We don't build slides anymore because the Parks Department does a better job.

This is a trend you can trace back over the last 50 years and is going to accelerate into the future. It is the substance of a lengthy series of books written by Peter Drucker on Management which I strongly recommend. Drucker is a sociologist much more than he is a Management Consultant. There are some very interesting perspectives he has on the operation of the entire business community. Essentially, people used to entertain themselves. Now they have turned to the television. People used to take care of or be concerned about their own health, now they have turned that over to the governments and organizations. Anyone who has had any experience with government can tell you more and larger groups of people are turning to government and demanding cradle-to-grave security. They want everything taken care of.

The family started out as the basic unit and centrepoint for everybody's activity. The only thing left of the home life today is, most of the time, that is where you eat. You start looking at the growth rate in the fast food operations and you find even that is starting to disappear. People are turning to institutions for their food. A long time ago, we turned to institutions to educate our children and we look to institutions to entertain us and we look to government to take care of us. People will be looking to institutions to provide the kind of activity and programs that you are talking about.

Though I don't like the concept, and I as an individual or you as an individual tend to say, "Hey, just a minute. What do I need an institution for, I can get up in the morning and pull on the sweats and go run and follow that kind of program. I can go out and buy those books and come to understand something about fitness. Why is there a necessity to institutionalize it?" All I can say in answer to that question is, it is happening, and it is going to continue to happen. The direction it is going in is the manner in which people are accustomed to buying things and its the manner in which people will continue to buy. From your point of view its good news because you will be set to provide the kind of information and expertise which will be required.

When you are in a face-to-face situation dealing with a community, organization, company, or even an individual seeking your advice on how they should start, there is a test I encourage sales people to use that leads to some other useful things. I call it the Basic Relevancy Test. You have a tremendous amount of information and knowledge. You've gone to school, taken courses, listened to people who think they know what they are talking about, have all of this information, and you are ready. When someone comes to you and says what should I do, it's like the floodgates of heaven have opened and you hear somebody who wants to know everything you know. He wants to know enough to get started. He wants to know enough to make the first step, to get the program operating. Keep this in mind when you are talking to these people, and when you are making any kind of a presentation.

Before you go into a presentation, know who you are talking to, the company or organization, as well as the number of people involved and any information that you can about those people. Sit down and decide what you want to come out of this meeting with and what your objectives for the meeting are. When you have all this written down, ask yourself what the absolute minimum of information is which those people need in order to make the decision or to take the steps to achieve the objectives you've outlined. This will be the amount of information you should give them. As I mentioned at the beginning, those average people are getting 1500 pieces of information just from the advertising media thrown at them every day. They don't need everything you know about fitness or activity or anything else. They need enough information to take the first step.

It is crucially important in any communications program, be it one to one, or be it general, to be consistent. To be effective you need the discipline to be consistent until you have bored yourself to tears. I am probably the worst person in the world at this and I've often been told I'd be a lousy teacher, simply because when I explain something to people, if they don't understand it the first time, I lose patience with them. I get tired of telling the same story over and over again. I had the experience once in Toronto where I had to make a speech to a group of salesmen. They had organized it in such a way that they had six groups and were rotating them. In the course of three days, I had to make the same presentation six times. The first presentation took 3½ hours, the sixth presentation took an hour and 45 minutes because I left out all the things I was tired of saying. You can't afford to do that and I know as well as anyone else that unfortunately, I'm not perfect.

The Heublein Company in the United States market a product called Smirnoff Vodka. In 1958 a brilliant advertising man came to them and said the theme you should use with that vodka is "the taste that leaves you breathless". Twenty-one years later, Smirnoff is still using the line, "the taste that leaves you breathless", and this is one of the reasons for their success. The story illustrates the value of consistency.

The only people in Canada who are better known than Participaction is MacDonalds, and they are a model of consistency. That's why they are so well known. They are not big spenders; they don't spend a tremendous amount of money on advertising. They spend a lot of money on the production of their ads but they are consistent which is why they do as well as they do. It is an absolutely crucial thing when you are looking at the message you are trying to get across to individuals and companies. You must have the mental discipline to be consistent, to tell the story over and over until you are so sick and tired of it you never want to hear it again, but consistency is what is going to get the message across.

The last comment I wish to make is be patient. The strides that have been made in the health and activity area in the past ten years are incredible. You know, it's getting crowded out there. You can't find a place to go running. Health food stores are popping up all over the place. Ten years ago the Winnipeg Squash Club was giving away memberships to try and get people in. There is now a place on Portage Avenue that is building forty plus racquet ball courts. A tremendous explosion is going on. It's not happening as fast as you want it to and it never will, but there is a great deal of success, you've achieved and you are going to continue to achieve.

Understand what's going on in the minds of the people you are talking to in terms of the concerns which they have. They don't want to be failures, they don't want to feel they are unfit. They are going to

be looking to institutions, to people like yourselves to provide the kind of information and programs they can work with. What you are going to have to do is to give them the minimum amount of information they need to make a decision. Remember, you cannot make any judgment on what the minimum amount of information is if you walk into a meeting knowing everything that you want to say and nothing about the people you are talking to. Be consistent with the story you tell and be patient, success is coming.

LEISURE EDUCATION: HISTORICAL BASIS AND CURRENT CONTEXT

(Nancy McLennan)

"Leisure" tends to be a very elusive term. There are about four generally accepted interpretations of the word:

- -free time,
- -a form of activity, cast opposite work,
- -a state of being of a person,
- -a function of a social class.

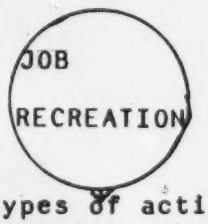
Generically, "leisure" comes from the latin word "LICRE" which means to be permitted. The original concept of leisure was first presented by the ancient Greeks, in particular, Aristotle & Plato, who wrote of leisure - "SCHOLIA" - as a spiritual ideal of man. The common Greek word for work was "ASCHOLIA", technically, an absence of leisure.

The adoption of the "correct" definition of leisure is an issue of constant debate. Conclusions tend to reflect the discipline and motives of those concerned. For example, when accountability is a concern, as in Leisure Service Delivery, leisure is often defined as time. Time is easily measured. When productivity is of utmost importance, leisure assumes the character of an activity - opposed to work. Athropologists and sociologists often view leisure as a function of a social class. The philosopher, professional and self-ordained, sees leisure as a state of being.

A crude paradigm of the nature of leisure in relation to work, job and recreation can clarify the meaning of the term. (Figure 1).

Figure 1: Qualities of Activities and Types of Activities

- qualities found in activities



- types of activities
- contain work and leisure qualities

Leisure and work are similar terms in that they both describe the quality of an activity. Recreation and job describe the activities. It is very important to realize that each of job and recreation activities can contain qualities of both work and leisure. Similarly, one must understand that leisure and work are not diametrically opposed. They can exist together in harmony or be mutually absent from an activity or one can be dominantly characteristic in an activity.

Figure 2

COMPREHENSIVE LEISURE SERVICE MODEL

-by Carol Peterson, Ed.D.

Even though the definition dilemma prevails, leisure has come to be recognized as a very important characteristic of life - crucial in fact, to physical, mental, and spiritual well-being. Under various names - therapeutic recreation, avocational counselling, leisure education - services are being established to enable persons with personal and social problems to better understand the importance of leisure as a means to improve the quality of their lives. These services have developed in various formats and within various disciplines. Peterson[4] created a "Comprehensive Leisure Service Model", (Figure 2) which differentiates three primary Leisure Services: a) Rehabilitation, b) Leisure Education and c) Recreation Participation. Leisure education services are aimed not only at skill and knowledge acquisition but also facilitate a proper understanding of leisure and its function in life. Implied in the presentation of the model is that Leisure Education is prerequisite to recreation participation. An interesting hypothesis might state that the full benefits of recreation participation cannot be realized without proper Leisure Education. Further, one might question whether some disorders requiring rehabilitation may have been avoided with proper Leisure Education. (Neurosis, postural disorders, alcoholism, and obesity are a few possible examples.)

In our communities there remain many people who have leisure related problems; some who have not shed themselves of the Work Orientation and others who remain extremely bound to consumerism, and other-directedness. Both of these value orientations are losing their validity. Blatant factors such as rising unemployment, and earlier and forced retirement serve to create stress for persons whose primary value orientation and life's meaning stem from their jobs. Personal affluence and threats of economic restraint in conjunction with recent trends such as "back-to-the-earth" and the ecology movements have served to challenge the other-directed motives of middle class society, thus creating uneasiness and stress in those circles. Through leisure education services, personal leisure problems can be prevented. Through leisure counselling and perhaps more intensive therapy people who are stressed by leisure-related problems may be helped.

The remainder of this discussion will deal with the status of Leisure Education and its componant, Leisure Counselling.

Leisure Education - a Service

A. - Service Objectives

In Peterson's Leisure Service Model (figure 2) she describes Leisure Education services as counselling and instruction. In addition to these two modes of service I would propose a third service, public relations, as a further means of realizing the purposes of leisure education.

Peterson [4] and Mundy [6] both indicate an aim of Leisure Education to be improved awareness of the self. Mundy [6] also places special

importance on the skill of decision-making and states that efforts to improve decision making skills should be emphasized.

The purpose or objectives of Leisure Education are described by Cherry and Woodburn(5). They describe four areas as "keys to leisure learning" and stated as service objectives, they are:

1. - improved knowledge and understanding about leisure
   - -through use of public relation services
   - -endorsement of leisure for personal satisfaction

2. - establishment of personal resources and skills for leisure through
   - -school programs
   - -adult education services
   - -"non activities" and special education programs

3. - awareness of personal values about leisure rather than "other" oriented decisions

4. - creation of positive attitudes about leisure
   - -as opposed to work being more important than leisure
   - -deal with problem created by idea that one must spend money to enjoy leisure.

B. - Target Populations and Locale of Service

Of the three levels of leisure services, Leisure Education is by far the most nebulous in terms of mode and locale of services and types of people serviced. The approach is strictly piece meal, being performed as fragmented bits and pieces of other services by a multitude of related disciplines. Social Workers, educators, counsellors, clergy, occupational therapists, medical professionals and para-professionals, and recreation professionals all recognize the importance of leisure and make an effort to "do what they can" to see that it is given proper "air-time" along side other, day to day business ...assignments, facility schedules, appointments; financial security, vocational preparation and on...and on...

The young people can be educated for leisure through the educational system. The four service objectives can be achieved, not through the introduction of a totally new subject area, but rather, through integration of Leisure Education into existing curricula. (Cherry & Woodburn (6)). De-emphasis of vocational orientations and structured presentation formats of subject areas in favour of personally applicable and currently significant contexts will render topics of mathematics, science, literature, and geography not only more enjoyable but will turn them into tools for avocational exploration.

The potential of Leisure Education services as a means to prepare young people for a life marked by personal goal achievement and satisfaction is great. Presently, however, the bulk of leisure education in schools is limited to skill instruction. The emphasis for preparation for life is on the vocation. According to Green (11),

c.f. Neulinger, schools tend to prepare for a job-oriented society when a leisure society is in our midst. Thus, schools may be dysfunctional for the purposes of education.

In 1978, the CPRA sponsored a travelling seminar on Educating for Leisure. Although the emphasis of the sessions was upon Leisure Education in the schools, professional educators did not attend in vast numbers. In order for Leisure Education services to perform a preventative function - that is, prevention of problems stemming from inappropriate understanding and attitudes about leisure - the school systems must take a leading role. The Department of Education in Manitoba views Leisure Education as activity "programs". (Cosens [12]) Such a fragmented approach to Leisure Education will not serve all four objectives of the service. There is a need for professional development of educators in the form of workshops and in-service sessions. Universities should be taking a leading role in teacher-education for leisure. Pilot projects can be initiated for research purposes. These are already underway in some parts of Canada. Do you not think that children learning in a true-to-life setting would find subject areas more fun and perhaps more pertinent to their life's space?

Even as Leisure Education becomes of increased emphasis in schools, there is still the need to serve the persons who have missed the opportunity within the schools. In a pathological sense, there are many people for whom a preventative effort is too late. There are thousands of people who have learned inappropriate leisure skills - alcoholics, over-spenders, over-eaters, delinquents. Others have deeply imbedded negative attitudes about leisure - a waste of time, a status indicator, keeping busy, and still many others have deep value conflicts that prevent true leisure from ever venturing near their grasp - I must work in order to contribute to society; I must possess toys in order to have fun; I must do the "in" thing in order to be accepted. These kinds of leisure related problems are being dealt with, when possible, through leisure counselling services with techniques ranging from values clarification to behavior modification.

Many residential institutions such as penitentiaries, mental health hospitals and personal care homes now employ leisure specialists for therapeutic reasons. Leisure counsellors and recreation therapists are now able to draw from a wealth of knowledge and research in an increasingly specialized discipline. In some institutions, occupational therapists, social workers, and psychologists are performing leisure counselling as their work load permits. This approach to Leisure Education, although not ideal, is at least therapeutic. Unfortunately, many institutions remain program and activity oriented. In these settings, activity instructors and recreation directors provide programs of activities FOR clients with objectives of "keeping busy" or at best, fitness and socialization. Such an approach to institutional recreation offers little educational or therapeutic merit. Proper leisure counselling can facilitate reentry into the community through special leisure skill acquisition, and through helping the client to fully understand the place of leisure in

his life. Often it can be found that leisure was a prime factor in the creation of their larger personal problems. For more thorough information on leisure counselling in an institutional setting see McDowell[13], Epperson, Witt, and Hitzhusen[14], and the Therapeutic Recreation Journal[15].

Finally we must approach Leisure Education in the community at large. Schools and residential institutions can serve to facilitate the Leisure Education of their "captive" audiences. But there are still many people who are feeling confused and dissatisfied with their present lifestyles. In Brandon, a most frequent contact has been made with the home bound mother of preschool children. Her values state, "It is proper that I remain at home and spend time with my children" while at the same time she recognizes a need for personal growth through individual experiences. With such a conflict present, stress and often depression result. Through avocations, the need can be met without sacrificing the value.

Other groups within the community who face leisure-related problems include: people approaching retirement, the disabled, the family, the young adult/adolescent, immigrants, and others.

Neulinger[16] made reference to a clinical entity called "Sunday Neurosis" which indicated that some people illustrated increased symptoms of anxiety on their day off. Clearly, there are people living on the streets of Canadian towns and cities who are not at ease with themselves in leisure.

But who serves these people? Where do they turn to prevent their dissatisfication from becoming an illness? Leisure Education services are not found in the community at large. Community recreation services are limited primarily to the recreation participation end of the leisure services spectrum.

Specialized services for the prevention and solution of leisure-related problems are in order. These services will aim to improve people's leisure understanding, leisure skills, leisure value awareness and the status of their leisure attitudes. Yes, leisure is a growing personal and social problem (O'Morrow[17]). As stated succinctly by Charlesworth[18], (c.f. Neulinger)

> "The salient fact about leisure is that it is growing much faster than is our capacity to use it wisely."

It is time for concerned people to review critically the scope of Leisure Services. Recreational participation is important for me, but must be preceeded by a personal understanding of why I am endeavouring this particular activity at this time and place. Personal avocational choices must come from within our value system or else they will be rendered meaningless and dissatisfying. Leisure has the remarkable potential to contribute to the fullness of our lives. Through Leisure Education this potential may be realized.

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PROGRAM DEVELOPMENT

(Floyd Johnson)

My presentation will put into perspective for Manitobans what our other speakers have said about fitness. The Eastern models are highly effective for major eastern cities, but in Manitoba, some changes must occur to make the same program acceptable. Canada as you know, is a very regional country with varying needs in each area. Hopefully we can leave this conference with a better understanding of Manitoba's fitness needs.

Looking at the history of employee fitness programs, you will find there are more failures than there are successes. In only a few cases can one look back over a period of years on a program that has grown, changed and is still viable. On the other hand, hundreds of programs have been initiated in worksettings unsuccessfully. Its difficult to approach a business that has had this experience.

In any setting, particularly where a program has failed, the fitness/health professional must have definite ideas in mind that will stimulate the interest of the company. Interest may come from senior management, the training department, personnel, the health unit of an employee segment. You must make sure companies know the benefits that can be derived (decreased absenteeism, morale, etc.). You must break the benefits down into two segments, company/employer benefits and employee benefits.

Companies ask what they will receive for the time and money they might commit to a fitness program. Mike Cox talked about 41.8% reduced absenteeism. We were told this morning if we could get a company to reduce absenteeism by 10% this would have a two-fold effect in money returned. We have to look at the other benefits. We have to look at Krueger Pulp & Paper 1974, Montreal, where it is said there is less office stress and tension. This has been documented by a two year program that had included management executive and employees Krueger Interdepartmental communication Krueger Pulp and Paper, 1976, Labatt's Brewery, London, Ontario, better employee morale, again a very successful program now been in operation three or four years. This came out of the office of Gerry Powell, who is the fitness director at Labatts.

If we go down to the United States, we can pull more of the research which has to be used. The Emhart Company, East Coast United States, has easier employee recruitment, less employee turnover, and a 15% drop in the on the job major injuries. The Los Angeles Fire Department documented injury numbers from 2,136 down to about 1,700. Increased work performance has been reported from the National Aeronautics Space Administration, U.S. The Alexandria, Virginia Fire Department had a descernable down trend in sick leave attributed to avoidable minor injuries. Lower company health care costs

have been found in the Xerox Corporation, U.S., and Kimberley Clark in the States; a company that spent 2½ million dollars on employee fitness.

On the other side of the coin, you must talk about the individual benefits, but I don't want to go into those. I think you as physical educators over the years are quite aware of these things. You can talk about: 1) improved functioning under mental stress; 2) increased cardiovascular parameters, whatever they may be - aerobic or pulmonary; 3) enhanced appearance through weight control and nutrition programs; and 4) increased energy levels and capacity for leisure time activity. Do they go home at five o'clock and collapse, or do they still have the energy to enjoy the night life?

Maintainance of a healthy balance in one's lifestyle is essential. A de-emphasis on tobacco and alcohol use, reduced incidence of muscular skeletal problems and on and on it goes. So be sure to talk about benefits from two sides; the company, and the individual.

Another item companies question is trends; with a reluctance to accept American tendencies it's difficult to use Xerox's benefits as examples when you realize that Xerox spends $80.00 per employee on recreation and fitness...their budget is 1.25 million dollars annually. Try to use Manitoba data--if this is unavailable, try to find Canadian figures--preferably western Canadian. Remember, Russ Kisby spoke of a $5.00 expense per employee! B. C. Telephones, the RCMP in Regina, 3M in Ottawa, Canada Life in Toronto, Richardson Securities in Winnipeg, and countless others can provide ground work information.

Another item you must consider on preliminary presentation is program options and content--for young and old, male and female, long term and short term, facility suitability, and leadership. Before going to a company, do some research to arm yourself with specific and relevant information. Know who their executive staff are. Know who the parent company is, and know where the branch offices are located. Have a good idea as to the makeup of the company: how many staff, how many women, men, age groups, is it an old company, is it a young company? How many are blue collar workers? Know what the hours are. It is useless to talk about fitness programs if the company has three shifts a day, no facilities and half an hour for lunch.

Many companies in Manitoba rent their office facilities. They do not own their building like Canada Life; therefore, they have only the bare minimum amount of space to do the job of the 9-5 office. Don't approach them saying we are going to run a fitness program when they haven't got enough floor space for the 9-5 work. Evaluate other areas that could be used. Look at hallways and parking lots.

There is no reason why you cannot put hockey rinks, ice skating rinks, tennis courts, etc. on the parking lots outside the building. There is no reason why you can't use available land around that building for ski trails and jogging trails and so forth. You are going to have to adapt according to what the companies have. Don't think the Canada Life model will always work. Look at the condition of the buildings, are they clean? If you want to guarantee failure make sure there is lots of dust and grime on the floor. Something as simple as that will kill the program. Is it suitable to the needs of the employees? Is it well ventilated? Does it have showers and so forth? Remember if you run a fitness program, you need 7'x7' of floor space per person to run a comfortable program. That's the formula architects are using - 15 square feet per person. Use an art department to develop a logo, or have a staff contest. Know the employees needs, and the employees interests (often 2 different things!). A "needs assessment", or company questionnaire can help you learn about the group. With the employees involved in creating their own program, you establish "ownership" - i.e. they are in part responsible for their own lifestyle program.

Once you have done the preliminaries, once you have got the assessments, you can start the plan of action. The essential points of this "plan" are:

-promotion programs
-awareness programs
-mini programs
-assessments
-facilities
-leadership
-evaluation.

I don't want to go into too much of this because the Canada Life Red Book or the large 8½ x 11** is the new bible. If you will go through that book step by step, it will give you the basics. The only thing you have to learn to do is modify it. Start realizing that things in Manitoba are different, that you cannot follow that book rigidly.

One problem we are facing right now in Manitoba is that while we are doing a lot of awareness programs, we have to move very quickly to the next step. That is, actually going to people with interesting professional programs. This has been happening in the last couple of days. Richard Lauzon walked in with the new circuit training to music, a package program and all of us were in the room. Yesterday he walked us through it and we enjoyed it. It was non-threatening, all of us were able to handle it, it was very professionally done, but Richard didn't ram it down our throats and say "you've got to do this". All he said was I want to show you and let you experience something which

**Books available from Printing and Publishing, Supply and Services Canada, Ottawa, Ontario K1A 0S9

you may like. This is the only way people will discover whether they really do like it. Back to Vic Corroll and his exercise break. Vic has come up with some crazy unique ideas. Some of us are going to twig on to these ideas and I have no doubt that there are going to be one or two businesses that are going to be doing car mechanics courses (the exercise break). But you wouldn't have known it if you hadn't been there when Vic lead the break.

From promotion and awareness people must be moved into programs, eg: mini programs - eight week sessions which give individuals a chance to try an activity and become physically involved. As Russ Kisby said regarding promotion and awareness, they're with you up to here, but up to here is not going to get them fit.

My last comment will deal with fitness testing and assessment. A research project in Western Canada (Dr. Art Bridges, Edmonton, Alberta), showed a heavy emphasis on clinical assessment and prescription. The problem was that the prescription didn't always interest the person. What we have to do is look at the programs that are educational and motivating. Using treadmills and terms such as VO2s, FEV1s and pulmonary capacity in testing people will fail to bring a response from the general public. I'm quite sure that some of you in this room are not ready for that. Bring it down to the layman's language and explain the terms and technicalities of various aspects of fitness and activity.

There is so much more information we could give you but I think in the last two days we have whetted your appetite. I think for the first time we have had a conference not talking about exercise physiology. We have had a conference that brought in marketing people, good Canadian research, and said here's a good example of what can be and here is how to go about it. That's the message I want to leave with you. Fitness is an item whose time is coming. Our goal is: when--that's what we have to work for. Thank you.

CLOSING REMARKS

Mr. Don McLean - Assistant Deputy Minister

Department of Health & Community Services

It is a pleasure for me to be here on behalf of the Honourable Bud Sherman. He has recently expressed his concern for, and interest in preventive health programs. He endorses the remarks of the Honourable Ken McMaster, that health and safety in the workplace must be a concern of everyone: workers, union, management, health professionals, government, and the general public. Our department has been pleased to support this workshop through the provision of Bev Hicks.

Government has a tough time selling preventive health as a top priority. Politicians understand money spent on concrete items such as hospitals, but it's hard to get significant dollars for preventative programming. I hope your deliberations here create some new ideas or techniques that can be used by all agencies and government for preventive programming.

With that, I'll close the conference. I thank you very much for inviting the minister, and hope all benefit from what you have learned in the last three days.